

USDA

United States Department of Agriculture

Research, Education, and Economics
Agricultural Research Service
National Agricultural Library

PROJECT TITLE: Rural Information Project

DOCUMENT INFORMATION

Title: Stories Across America –Opportunities for Rural Tourism
Author: N/A
Pub. Date: 1983
Volume No.: 0010
Publisher: U.S. Government Printing Office, Washington, D.C.
Call No.:

PAGE INVENTORY

Pages Not Numbered:
Color Plates: 40
Grayscale Halftone Plates:
Plate Captions:
Total Pages: 44

DIRECTORY INFORMATION

Root Directory: ric/group2
Second Level Directory: 0010


IMAGE SPECIFICATIONS

Bitonal Resolution: 600 dpi, 1 bit
Grayscale Resolution: 300 dpi, 8 bit
Color Resolution: 400 dpi, 24 bit

Stories Across America:



OPPORTUNITIES FOR RURAL TOURISM



TRAVELING TO EXPERIENCE "THE REAL AMERICA."
THAT'S WHAT RURAL TOURISM IS ALL ABOUT, AND AN
INCREASING NUMBER OF REMOTE AREAS AND SMALL
TOWNS ARE FINDING THAT THERE ARE MORE OPPOR-
TUNITIES FOR RURAL TOURISM THAN EVER BEFORE.
THE "GREAT AMERICAN TIME SQUEEZE" IS CHANGING
VACATION HABITS, CAUSING AMERICANS TO TAKE
SHORTER, MORE FREQUENT TRIPS CLOSER TO HOME.

This publication includes the stories of rural regions and small communities that have developed successful tourism programs. These rural communities rely on their most important resources—their people, culture, history and natural resources. They have found ways to create linkages that tie attractions and visitor services together into a comprehensive visitor experience. Most of these projects involve careful planning, incremental changes and gradual growth designed to respect local resources and values. In addition to outlining the issues faced at the outset, each story describes how the community addressed those issues and shares the measurable results of their efforts.

A list of partners is included with each story. The lists are not comprehensive, as there are often many additional organizations and individuals who have helped make a program successful. Instead, the lists include the primary sources of additional information for readers who want to learn more about a project.

Stories Across America is intended for anyone who is working on (or considering) rural tourism development. This includes professionals and volunteers in tourism, economic development, Main Street revitalization, the arts, recreation, agriculture,

historic preservation, and conservation as well as elected officials and other interested citizens. No one approach will work for everyone. Local communities must decide which approach best complements their goals.

The experiences shared in this publication include a wealth of ideas and sound advice for those hoping to capitalize on the benefits offered by rural tourism. While the stories included here illustrate a variety of approaches to meet the individual needs of each area, all the stories demonstrate the critical importance of partnerships as well as strong and dynamic leadership.

Working together offers several distinct advantages. First, by packaging diverse attractions together, a rural region can create greater visitor appeal with a critical mass of things to see and do. Second, pooling human and financial resources shares the burden of responsibility. No one organization is shouldering the entire responsibility to develop and promote the region.

Strong leadership is also a critical ingredient for success. Readers will find a number of stories where a key individual provided the spark to get the effort going and the guiding leadership to keep the effort on track. Look

for the leaders in your own community and support their efforts to make your community a better place to visit and live.

Featured stories embody the five guiding principles for successful and sustainable tourism developed by the National Trust for Historic Preservation—collaborate; find the fit between the community and tourism; make sites and programs come alive; focus on authenticity and quality; and preserve and protect resources. These five principles, along with the four basic steps for getting started, are described in greater detail in the National Trust's publication *Getting Started: How to Succeed in Heritage Tourism*.

An interagency working group has guided the development and shared in the cost of compiling information on these rural tourism case studies. The key partners and sponsors for this initiative are:

United States Department of Transportation
Federal Highway Administration
United States Department of Agriculture
Economic Research Service
Forest Service
Natural Resources Conservation Service
National Endowment for the Arts
America's Byways Resource Center

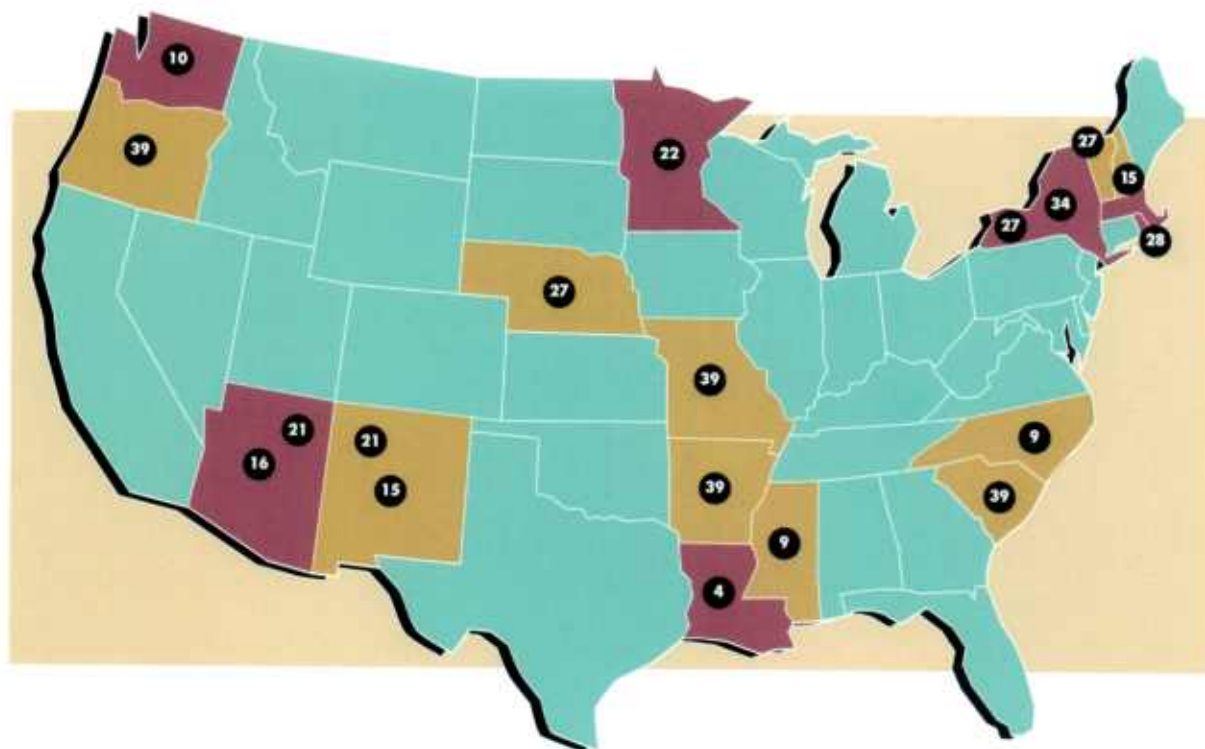



TABLE OF CONTENTS

■ Full length stories
■ Sidebar stories

Rural Tourism Overview	2-3
Keeping Traditions Alive: Sweet Home Folklife Days in Louisiana	4-8
Attracting Family Reunions in North Carolina	9
The Delta Blues Museum in Mississippi	9
Culture, Corridors and Cars: Washington State's Heritage Tours	10-14
Bringing Art to New Hampshire's Welcome Centers	15
Public Art on Scenic Highways in New Mexico	15
Respecting Differences: Arizona Tribal Tourism	16-20
Teaming up with Elderhostel	21
Preserving Hispanic and Native American Landmarks in the Southwest	21
A New Growth Industry: Agritourism in Minnesota	22-26
What is Agritourism?	27
Agri-Cluster Program in Tioga County, New York	
Nebraska Outback	
Vermont Farms! Association	
Renewing a Revolution: Blackstone Valley National Heritage Corridor in Massachusetts and Rhode Island	28-33
Breaking Out of the Box: The Tourism Role of Heritage Areas	33
Building Bridges to Success: The Seaway Trail in New York	34-38
Scenic Byway Designations	39
Ashley River Road in South Carolina	39
Crowley's Ridge Parkway in Arkansas and Missouri	39
Volcanic Legacy Scenic Byway in Oregon	39
Additional Resources	40-41



IN RECENT YEARS, MORE RURAL COMMUNITIES AND SPARSELY POPULATED REGIONS ACROSS THE COUNTRY HAVE REALIZED THE BENEFITS OF RURAL TOURISM.

2

According to a 2001 study on rural tourism by the Travel Industry Association of America (TIA), 62 percent of all American adults traveled to a small town or village in the United States within the past three years. TIA's president and CEO states "small-town America appeals to many travelers because of its unique charm, in addition to the wide variety of activities and history. The quiet pace is an alternative to the hustle and bustle of larger cities." If you are thinking about developing a rural tourism program in your community, or if you would like to enhance an existing rural tourism program in your area, this publication is for you. Before you get started, however, there are several questions that you should ask of your community.

IS TOURISM RIGHT FOR YOUR RURAL COMMUNITY?

Not every rural community can make tourism a major part of its local economy, and some communities may simply choose to not develop tourism opportunities at all. There are many issues to think about as you consider how to approach tourism. For example, how can you use your natural and historic resources without damaging them? How can you provide visitor services such as lodging

facilities, restaurants, and shops so that each person's stay is enjoyable and economically rewarding for the community? Keep in mind that for tourism to work, you need to have strong leadership as well as partners to provide the human and financial resources needed to launch and maintain your efforts. You also have to be willing to commit to the long term, as most successful tourism programs grow gradually over time.

A strong rural tourism program can provide many benefits. It can strengthen your local economy, bringing new jobs, new businesses and increased tax revenues. Tourism can also help to diversify your local economy. A region that was once heavily dependent on agriculture, for instance, can use agritourism as a way to supplement incomes for local farmers and support local businesses, thus helping to preserve the rural lifestyle. Tourism programs that capitalize on the natural, historic and cultural resources of your community can also help to build community pride and improve the quality of life for residents. But you should be aware that tourism brings challenges as well. Depending on the number of visitors that you attract, tourism can place added demands on your infrastructure

(roads, water, public services, etc.). Think carefully about your carrying capacity for tourism. How many visitors can your community really accommodate? Consider how local residents feel about visitors coming to their community to be sure you can balance the needs of residents and visitors alike. Also, the tourism industry can be competitive and expensive. The cost of placing advertisements can be overwhelming for individual sites that lack marketing staff or budget, making partnerships a critical ingredient for success. Carefully weigh the pros and cons tourism offers as you decide what kind is right for your rural community.

WHY DO YOU WANT TOURISM?

While tourism can be a powerful economic development tool, not all tourism programs are primarily designed to improve the local economy. Some tourism efforts, including a few profiled in this publication, are mainly intended to make communities better places to live. Well-managed rural tourism programs can increase community pride, create a "sense of place," and even help to protect valued natural, historic or cultural resources. If you want tourism to spur economic development, be sure

to design a program that will make cash registers ring in your community. Remember that there are two ways to increase the economic impact of tourism. One is to attract more visitors, and the other is to convince visitors to stay longer and spend more money.

WHAT KIND OF TOURISM IS RIGHT FOR YOUR COMMUNITY?

This publication focuses primarily on resource-based tourism, or tourism that builds on the natural, historic and cultural resources your community has to offer. The stories here address different types of tourism such as agritourism, nature-based tourism, cultural heritage tourism, multi-cultural tourism, and regional tourism partnerships such as scenic byways and heritage areas. Tourism in rural areas can also include a broad range of outdoor sports such as hunting, fishing, snowmobiling, skiing, bicycling and hiking.

Different kinds of tourism programs will attract different kinds of visitors. For example, cultural and heritage visitors stay longer and spend more money than other kinds of visitors. (Source: Travel Industry Association of America).

Some communities choose to focus on event-based tourism. For small communities with limited resources, events can be

a great way to get started in tourism. Events offer the opportunity to provide experiences that communities can't offer 365 days a year. Because the majority of visitors come for the event, residents can have their community to themselves the rest of the time. The downside is that, in general, a single event will not support new year-round businesses such as restaurants, shops and lodging facilities.

Other rural regions combine their attractions into packages such as scenic byways, heritage areas, trails and corridors to create the critical mass that it takes to attract the individual traveler. Still others target the group tour market. While it takes an estimated three to four years to develop a new tour for the motorcoach market, it can be easier for small communities to provide a meaningful, high quality experience when they know that a group will arrive at a specific time on a specific day. For example:

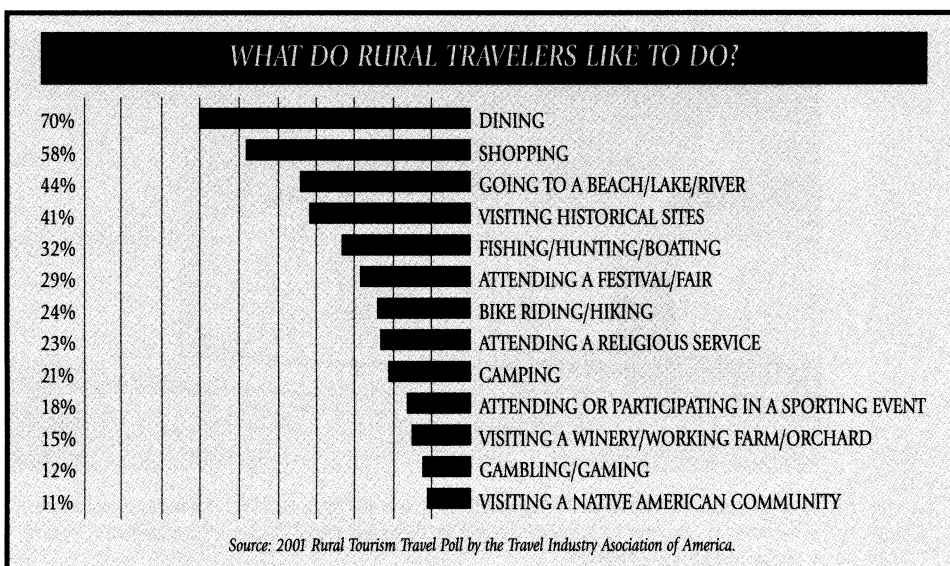
➤ Jonesborough, Tennessee (population 4,200) started an annual storytelling festival in 1973 that attracted 60 people. In 2000, the National Storytelling Festival attracted 10,000 people to the weekend-long event which featured an extensive lineup of nationally known storytellers.

➤ The National Black Tourism Network has developed a number of motor-coach tours highlighting the African American heritage of rural communities in Missouri and Ohio. One of their tours, "Forgotten Missouri: What the Books Don't Tell" takes visitors to Boonville, Missouri (population 8,200) where volunteers from the African American Senior Citizen Center prepare an old-fashioned black kettle fish fry and lead a "sing-song," or traditional spiritual sing along.

➤ Communities across the country are thinking more creatively about the kinds of heritage resources that they have and can share with visitors. You can see how Winnebagoes are put together in Forest City, Iowa (population 4,400), learn how pickles are made at Sechler's Fine Pickles in St. Joe, Indiana (population 500), or watch crayons being made at the Crayola Factory in Easton, Pennsylvania (population 26,300).

The stories in this publication are intended to provide ideas and inspiration. Whether your rural community has a tourism program in place or whether you are just getting started, the stories featured here offer tried and true strategies to make rural tourism work for you. Contact information has been included with the stories so that you can follow up to learn more, and a list of additional resources is included at the end to help you find other publications, web sites, and agencies that can provide additional assistance as you move forward.

Good luck!



KEEPING TRADITIONS ALIVE: SWEET HOME FOLKLIFE DAYS

THE PARTNERS

- > City Council, Mayor and citizens
of Kentwood, LA
- > Highway 51 Corridor Task Force
www.ushighway51.com
- > Kentwood Cultural and Heritage Center
Kentwood, LA
- > Louisiana Division of the Arts
Baton Rouge, LA
www.crt.state.la.us/arts
A grant-making agency in the Louisiana
Office of Cultural Development, Department
of Culture, Recreation and Tourism
- > Louisiana Office of Tourism, Heritage Tourism
Development Program
Baton Rouge, LA
www.crt.state.la.us/crt/tourism.htm
- > National Park Service, Lower Mississippi
Delta Initiative, Rivers, Trails and
Conservation Assistance
Baton Rouge, LA
<http://www.nrcr.nps.gov/rtca/>
- > Southeastern Louisiana University
Hammond, LA
www.seh.edu/fanfare
The university sponsors an annual month-
long celebration of the arts, humanities, and
sciences called Fanfare.
- > Sweet Home Baptist Missionary Church
Museum
Kentwood, LA
- > Tangipahoa Parish Tourism Commission
Hammond, LA
www.tangi-cvb.org

"This process appreciates the past—but not through a nostalgic lens—it makes it relevant to people, places and life today by showcasing living cultures."

— Sharon Calcote, Louisiana Office of Tourism



Finding the right liaison between the Highway 51 Task Force and the Sweet Home community proved essential to the project's success. Ms. Fochia Wilson bridged the chasm and opened the doors of communication, making it possible to share age-old folkways.

The Setting

SOMETIMES HISTORIANS AND CULTURAL CONSERVATORS EMPLOYED BY FEDERAL, STATE, AND LOCAL ENTITIES ARE SO ENMESHED IN GATHERING, INTERPRETING, AND SHARING INFORMATION, THEY CAN EASILY

LOSE SIGHT OF THE REAL PEOPLE AND COMMUNITIES BEHIND THE STORIES. WHAT DO LOCAL RESIDENTS SEE AS IMPORTANT PARTS OF THEIR HERITAGE? WHAT DO THEY WANT TO SHARE WITH OTHERS AND WHAT ARE THEIR CONCERNS ABOUT SHARING? A GROUP OF COMMUNITY AND STATE REPRESENTATIVES IN LOUISIANA DISCOVERED THAT BY WORKING FROM THE BOTTOM UP TO DOCUMENT TRADITIONS, THEY GOT TO THE TRUE ROOTS OF THE CULTURE AND LEARNED HOW TO BEST SHARE IT.



Although situated along an Interstate highway, Kentwood (pop. 2,600) continues its small-town ways through such events as the Sweet Home Folklife Festival.

5

In 1996, the Louisiana Office of Tourism established a Heritage Tourism Development Program that had, as one of its aims, identification and documentation of the diversity of cultures in the state. Upon the request of the Tangipahoa Parish Tourism Commission, the tourism office teamed with the Louisiana Field Office of the National Park Service (NPS) through its Rivers, Trails and Conservation Assistance (RTCA) program to establish the Highway 51 Corridor Task Force. The Task Force, consisting of representatives from communities along the corridor, conducted inventories and assessments along the 51-mile route from the north shore of Lake Pontchartrain (New Orleans) to the Mississippi border, planning to use the information gathered to develop a tourism strategy for the region. But traditional assessment methods stalled progress. Sharon Calcote of the Office of Tourism and Robert Vernon of RTCA felt that the Task Force wasn't getting at the cultural and historical heart of the corridor. In other words, the true heritage and cultural identity of the area was still a well-kept secret among the local residents.

To tackle the problem, the Task Force brought in folklorist Laura Westbrook. Westbrook's task was to interview and identify residents who maintain aspects of traditional life and customs that are passed on within families and communities. These are living, ongoing traditions in music, crafts, cuisine, and lore that persist as subcultures to the broader, more recognized ways of American life.

Based on Westbrook's surveys, the Task Force selected Kentwood along Highway 51 for further work with residents to identify and document their traditions. African American residents in Kentwood had already created their own memorial to their past in the Sweet Home Baptist Missionary Church Museum. Westbrook helped this segment of the small Tangipahoa Parish town recognize that they considered their traditions as things of the past, things that used to be done. And, although many of these folkways were still practiced by the older residents, they weren't being passed on. Through the interview and discovery process, the people realized they wanted to not only preserve their traditional ways but to perpetuate them by sharing them with others.

"We were told we were unique. We didn't know we were unique," explains Ms. Fochia Vamado Wilson, a former school principal who is the Sweet Home Museum curator and a respected community matriarch. "We were ashamed that we were brought up the way we were. We were embarrassed because we were poor. Then we learned that these things—the things we know—and the things we do—are special. And we want to pass them on to our younger generations so they don't die out with us."

The seed was sown. The Sweet Home community asked the Highway 51 Task Force leaders to help them document their heritage to prevent its loss as older generations passed away. But asking and receiving are two different things. Small communities aren't always receptive to outsiders and new ways of thinking. And local politics and jealousies can be as cumbersome to overcome as distrust and fear. There was a lot more work to be done than just documenting dying folk traditions.

"In my own field work, I incorporate the ambiance of the community by working closely with the people who live there. Talking to local people I learn a different perspective and I find that in many cases the locals know much more about what the community wants than the traditional civic and public leaders. Someone just needs to ask and listen."

— Sharon Calcote, Louisiana Office of Tourism

WHAT HAPPENED NEXT

As the partners in the Highway 51 Task Force can now tell you, you don't just walk into a small, close-knit community rife with racial and political tensions and expect to unlock its secrets. Folks aren't going to open up and tell all about their customs and traditions just because you think it's a noble cause to record them. Questioning from outsiders often breeds suspicion and distrust. As Calcote remembers, the attitude among the people at Sweet Home was, "So who are you and what do you want?" Only through gradual acceptance were the outsiders let in, not just physically, but emotionally. It began with finding the right contact, the one person who commands respect from all segments of the Kentwood community. She was found in the person of Ms. Fochia Wilson.

"The key to the African American community was placing the project leadership in the hands of Ms. Fochia. When she is in charge, the information floodgates open. Through both earned trust and gained respect, the African American community of Sweet Home cracked the window and let us in," explains Calcote.

Although the process took time, far more information than had been hoped for was eventually shared and gathered. The Task Force originally conceived of this project as a way to capture dying folk traditions

in cooking and home remedies. But the program took on a life of its own through the exchange of ideas and the residents' shared stories about everything from toy-making and music, to woodworking and sewing. The Sweet Home ladies, as the Task Force came to know them, took this project completely to heart and began unearthing traditions and stories long buried as unworthy or shameful, dusting them off, and not only holding them up for personal review, but seeing them in the light of new eyes on a distant past. The Sweet Home ladies decided to develop demonstrations and workshops to showcase their culture to their children and to visitors.



The Highway 51 Task Force helped the Sweet Home ladies understand that the simple things they know and do as a matter of course are special and should be preserved and shared.

In early 1998, with help from Calcote and Betty Stewart, executive director of the Tangipahoa Parish Tourism Commission, the African American community in Kentwood applied for a grant from the Louisiana Division of the Arts to organize the first Sweet Home Folklife Days.

Because the Sweet Home ladies were unaccustomed to public speaking or demonstrations, they decided to hold a dress rehearsal in May that, while open to the public, was promoted in only a limited fashion. The participants were able to practice storytelling, cooking or explaining their crafts to the public, and the organizers were able to work out kinks in logistics.



Making burlap-sack aprons and home-brewed rootbeer are some of the things the elders of the Sweet Home community want to pass on to younger generations so that the unique folkways of previous eras won't die out.

October 16 and 17, 1998 marked the first Sweet Home Folklife Days. Kentwood's African American community opened its doors to its own and to anyone else who wanted to see demonstrations in everything from broom making and quilting to cooking and baking. Traditional cooking was explored and samples offered of such Sweet Home staples as sweet potato tarts, syrup bread, and chicken pie. Discussion panels explored time-honored traditions in daily life, storytellers passed down family folklore, and gospel performers from eight local churches filled the air with soul-stirring music. Approximately 1,000 people attended



the event —an event celebrating traditions once considered embarrassing and of no value.

Folklife Days proved so popular and such a strong community pride-builder that the Sweet Home ladies took complete ownership of the project from that moment on, producing another two annual programs, a turn of events that has created pride in their sponsors, as well. "So often you help

build a project then turn it over to the local organizers and just hope they won't let it go," says Betty Stewart. "But the Sweet Home folks have embraced the entire project and made it their own. They require less and less help from our office each year, turning to us now mostly for our marketing assistance."

A self-sustaining event, Sweet Home Folklife Days continues to reach out to local African American churches to involve

those congregations and keep the workload manageable. In 1998 the program was a satellite venue for Southeastern Louisiana University's annual month-long celebration of the arts known as Fanfare. The importance of this designation cannot be stressed enough, explains Stewart, who says that "to be considered for Fanfare's calendar you have to be a significant cultural event."

7

Grant from NPS Lower Mississippi Delta Initiative to hire folklorist to conduct an inventory of cultural resources (e.g. musicians, storytellers, arts organizations, museums, etc.)

Fieldwork reveals interest by Kentwood's African American community to preserve and pass on its history and culture

Second Sweet Home Folklife Days includes more diverse and enhanced presentations

Plans for next Folklife Days include presenting food in a new venue—at a pot-luck meal, served family-style around large tables.



MAKING THE MOST OF OPPORTUNITIES

Collaborate: Racial and political tensions are still a reality for many communities, and Kentwood is no exception. To combat this, Task Force leaders held meetings that involved all the people—Sweet Home members as well as town leaders—to distribute duties equitably. Since the event showcased African American folklife, the black community concentrated on their presentations, panel discussions, show-and-tell, and selling folklife items at the event. White community members supported the folklife festival by taking care of logistics including parking, security, insurance and traffic control.

Find the Fit between the Community and Tourism: In this process of going directly to the community and finding out what matters to them, tourism developers are producing a product created by the locals for the locals, says Calcote. "It was not something developed to merely attract visitors, but something of real importance to the community itself." The conversations with locals allowed Task Force members to better understand the community's sense of values and allowed the community to decide what part and how much of itself it wanted to share with outsiders.



The hand-lettered interpretive signs in the Sweet Home Museum remain as reminders of the museum's beginnings.

Make Sites and Programs Come Alive:

It doesn't get much more alive than this. Gospel singing, home cooking, doll-making, apron-sewing, woodworking, broom making and storytelling activities fill all the senses during the two days that Sweet Home presents its Folklife Days. Participants and visitors interact on a personal basis and traditions and legends are passed directly from one person to another.

Focus on Quality and Authenticity:

Louisiana's new tourism development model, fashioned directly from experiences gained through the Sweet Home Folklife Days, is more effective than traditional methods because it takes an anthropological approach, says Calcote. It is a cultural tourism method based on the real lives of real people. "The strength of this process," explains Calcote, "is that communities, regardless of racial, ethnic, social or economic factors, can develop a tourism product in its natural setting. Culture does not need to be borrowed or built." The real life experiences provide the authenticity for heritage tourism.

Preserve and Protect Resources:

Preserving and protecting the endangered folkways, or folk traditions, of the Sweet Home congregation was the foundation of the entire tourism effort that succeeded it. Through the program, the Sweet Home congregation is not only preserving its folkways, but is teaching indigenous crafts, life skills, music, and cooking traditions to new generations.

RESULTS

➤Of real significance is the improved relationship between the black and white communities in Kentwood. Tangible evidence of this bridged gap came in the form of funds granted by the Tangipahoa Parish Tourism Commission to the Sweet Home Museum for physical restoration of the aging building.



The roots of the annual festival are buried deep in the Sweet Home Baptist Missionary Church Museum. The Sweet Home ladies established the festival out of a personal desire to record and remember where they came from.

➤Recognition and appreciation of the African American community have increased; demonstrations and educational workshops are expanding into the schools and into other Highway 51 Corridor museums.

➤While modest, there has been some economic benefit to Kentwood through expenditures at local businesses by both festival planners and attendees.

➤The Sweet Home Gospel Choir has been invited to sing in France as part of a sister city effort.

➤Another project along the Highway 51 Corridor has been completed. Based on the principles used by Sweet Home, it documents and records the Italian-American tradition of the St. Joseph Altar in Independence, Louisiana.

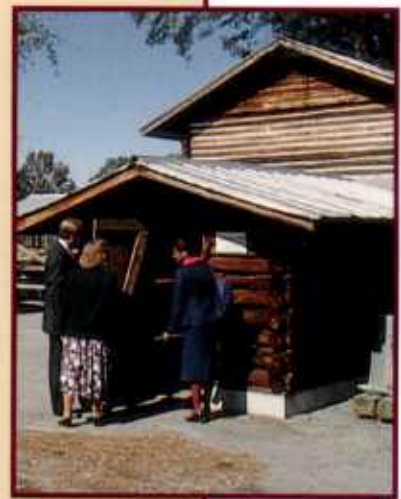
➤Since Sweet Home's success, the major daily newspaper for the Highway 51 corridor in Louisiana is taking up the cause of finding and celebrating local heritage by printing a weekly page called "Route 51," which highlights activities and businesses along the route. A new museum has opened in Amite that uses revolving exhibits to depict historical and cultural aspects of the parish. New businesses are opening along Highway 51 and the route is being landscaped and beautified in various communities through which it passes.

ATTRACTING FAMILY REUNIONS IN NORTH CAROLINA

The Convention and Visitors Bureau (CVB) in Greenville, North Carolina (pop. 60,000), has found a specific market niche in the black family reunion business, which attracts the bulk of the town's visitors. According to Debbie Vargas, executive director of the Greenville CVB, "working with the family reunion market requires providing more extensive assistance because we are working with people who aren't professional meeting planners." Vargas adds,

"We help reunion planners find sites for special events, help with mailings to get people to come to the reunion, help with on-site registration and even provide printed name tags." The Greenville CVB has even offered reunion-planning workshops where veteran reunion planners share tips with newcomers. Since 1987 this office has provided unique services to African Americans who return year after year, sometimes bringing 250 family members to town at one time.

Contact the Greenville Convention and Visitor's Bureau at (800) 537-5564.



9

THE DELTA BLUES MUSEUM IN MISSISSIPPI

Clarksdale, Mississippi (pop. 21,000) is capitalizing on its heritage as "the birthplace of the blues" by making that a central theme for tourism promotion. Local artists such as Muddy Waters and W.C. Handy, who was born in Alabama but lived in both Clarksdale and Memphis, helped popularize this uniquely American style of music. In 1979, the Delta Blues Museum was established



The influence of such musical legends as Muddy Waters and W. C. Handy is seen in the expansion of the Delta Blues Museum, which relocated from a local library to this historic freight depot.

in Clarksdale's public library. Twenty one years later, the museum has moved into a newly restored historic freight depot, and attendance has grown to almost 23,000 visitors a year. A "Blues Alley" historic district was established in Clarksdale, with the Delta Blues Museum in the restored depot as the cornerstone of the project. Through an innovative after-school blues instruction program, the museum is encouraging local youth to become budding blues musicians. Contact the Delta Blues Museum at (662) 627-6820 or check out www.deltabluesmuseum.org.



The museum encourages the perpetuation of blues music through its after-school instructional efforts, which give students opportunities to perform, sometimes for dignitaries such as former Secretary of Education Richard Riley.



Muddy Waters



W.C. Handy

CULTURE, CORRIDORS, AND CARS: WASHINGTON STATE'S HERITAGE TOURS

THE PARTNERS

- > **Washington State Arts Commission**
Olympia, WA
www.arts.wa.gov/index.html
- > **Jack Straw Foundation**
Seattle, WA
www.sonarchy.org/
Dedicated to the production and presentation of all forms of audio art, the foundation focuses on arts and heritage partnerships. Jack Straw also runs a full-service recording studio.
- > **National Endowment for the Arts**
Washington, D.C.
www.arts.endow.gov
- > **Northwest Heritage Resources**
Olympia, WA
A nonprofit organization that administers heritage grant projects
- > **USDA Forest Service**
Olympic National Forest
www.fs.fed.us/r6/
The Forest Service manages six national forests in Washington State.
- > **Washington State Department of Transportation**
Olympia, WA
www.wsdot.wa.gov/



Visitors driving on U.S. Highway 12 might catch a glimpse of the brig Lady Washington at port near Aberdeen. Tourists can book cruises on this authentically reproduced sailing ship at Grays Harbor Historical Seaport.

The Setting

IN WASHINGTON STATE, FEDERAL AND STATE AGENCIES WITH SEEMINGLY DISPARATE MISSIONS HAVE WORKED TOGETHER TO SUPPORT AN AUDIO-TAPE TOUR AND BOOKLET PROJECT THAT SERVES THEIR SHARED

GOALS: USING THE STATE'S CULTURAL HERITAGE TO ENHANCE THE EXPERIENCE OF DRIVING SELECTED ROUTES. ALTHOUGH DEVELOPED PRIMARILY AS AN EDUCATIONAL TOOL AND CONSERVATION PROGRAM TO IDENTIFY AND PRESERVE DIVERSE CULTURAL TRADITIONS, THE PROJECT HAS GROWN INTO ONE THAT ALSO CONTRIBUTES TO ECONOMIC DEVELOPMENT THROUGH HERITAGE TOURISM.



Once every four years the canoe-building and paddling Native tribes of the Northwest gather in a ceremony known as an akalat or "paddle," in which one Native community welcomes other tribes who paddle over open seas to the host tribe.

11

From Native peoples like the Skokomish and Klallam to those of African, European, Latino, or Asian descent, Washington State contains a potpourri of cultures and traditions. The stories, music, crafts, songs, dances, and customs of these disparate cultures make up what Willie Smyth calls the "invisible landscape."

Smyth is manager of the Washington State Arts Commission (WSAC) Folk Arts Program. His program's goal is to develop ways to recognize and preserve the state's diverse expressions of cultural heritage and to encourage public awareness of and appreciation for these traditions. The challenge is to document and present them through exhibits, festivals, recordings and publications. The problem is that not only are these folk art traditions unknown and unseen by most people, they're often widely scattered in little traveled areas.



As a cultural historian, fisherman David Whitener of the Squaxin Island Tribe recounts traditional legends such as how the first salmon came to the Native people of Puget Sound

Folklorist Jens Lund knows a lot about Washington's past. He knows there are songs and legends and untold stories about oyster farmers, lumber mill workers, loggers, orchard growers, salmon fishermen, and ship's carpenters. Lund knows that the multi-faceted state population has produced arts and crafts from Native woodcarvings and woven baskets by artisans like Hazel Pete of the Chehalis Indian Reservation, to Finnish weavings like those by Mary Koski of Aberdeen, and Norwegian rosemaling, a traditional form of decorative painting handed down and practiced by people like Shari Underwood of Brady. Lund also knows that without preservation efforts, many of these traditions will fade from time and memory.

Willie Smyth thought it was time to "bring the invisible landscape alive in an area where the natural beauty is evident." But he needed help. Happily, it was available—but from an unlikely source.

"The Arts Commission's idea to capture the incredibly rich and diverse heritage of these corridors was easy to support. It enabled our state to bring to life the invisible landscapes of the past for travelers to better understand the sense of place they are experiencing today."

— Judy Lorenzo, Washington State Department of Transportation



Audiotapes and accompanying booklets give auto travelers in-depth looks at the cultural landscapes through which they drive.

WHAT HAPPENED NEXT

Through the nonprofit Northwest Heritage Resources, Willie Smyth contracted with Jens Lund to begin the lengthy process of inventorying and documenting cultural traditions in rural areas of the state. Early fact gathering showed a surprising diversity of cultures not even Lund or Smyth expected. They brainstormed and decided that a combined informational guide and audiotape would be a satisfactory way to capture the essence of so many cultural treasures.

"We chose the tape and booklet format for the self-guided tour because it brings together such colorful traditional arts as songs, crafts, narratives, and music from Washington communities and presents them in an informative and accessible way to both locals and the public," explains Smyth. When drivers play the tape while following the tour, they hear the words and music of the residents featured in the booklet. In this way, the local residents speak directly to their visitors.

Looking for funding support, they began to consider a somewhat untraditional source. They approached Judy Lorenzo at the Washington State Department of Transportation (WSDOT), who is in charge of promoting the state's designated Heritage Corridors. These are scenic, older routes that often get bypassed by speedier, but often less interesting, Interstate highways. As director of that program, Lorenzo

must find ways to preserve the unique scenic character along the routes and help travelers get information about natural, cultural and historic features near them.

After considering the Folk Arts Program proposal, Lorenzo approved WSDOT's grant of \$25,000 for the first Washington Heritage Tour. Othello to Omak is a 153-mile, south-north drive through central Washington that traverses ranch lands, farmlands, and landscapes strewn with boulders, passes the 400-foot-high, four-mile-wide canyon at Dry Falls, the Upper Grand Coulee and the Grand Coulee Dam, and winds through the Colville Indian Reservation and forests of ponderosa pine. Lund conducted the cultural resource inventory for that area—interviewing people like Jess Goodwin, a cowboy poet; Rev. Frank Andrews, who tends the grave of his great-uncle, Chief Joseph of the Nez Perce; and traditional Mexican folk artist, Arminda Saldivar—which netted hundreds of hours of taped interviews and performances by singers, musicians, and storytellers, as well as thousands of photographs.

Lund then edited the vast accumulation of information into a cohesive, compact package. He began with the audio editing. "One of the hardest parts of the R&D process is choosing which sound clips to use from the huge selection that we come away with," he explains. "Sometimes the most significant things aren't as interesting

as the little, quirkier things. It's a balancing act to provide important historical information with entertaining folklore." Much of what gets cut from the tour tape is written into the accompanying booklet.

WSDOT also provided technical assistance for the booklet by mapping and identifying roads, towns, lakes and other landmarks, one of the most challenging aspects of this endeavor. At Jack Straw Productions, sound engineer Tom Stiles mixed the narrator's voice along with the clips from the taped interviews and other audio material.

Each tape tour takes from one to two years to bring to completion. Before the tapes and booklets are printed, Lund conducts extensive field testing by actually driving the tours using the audiotape and the booklet. Completed tapes and booklets are sold through bookstores and museum gift shops, and can be purchased from Northwest Heritage Resources. Up to 20 copies of the tour sets are provided to Washington's public library system, along with order forms for residents who want to purchase their own copies.

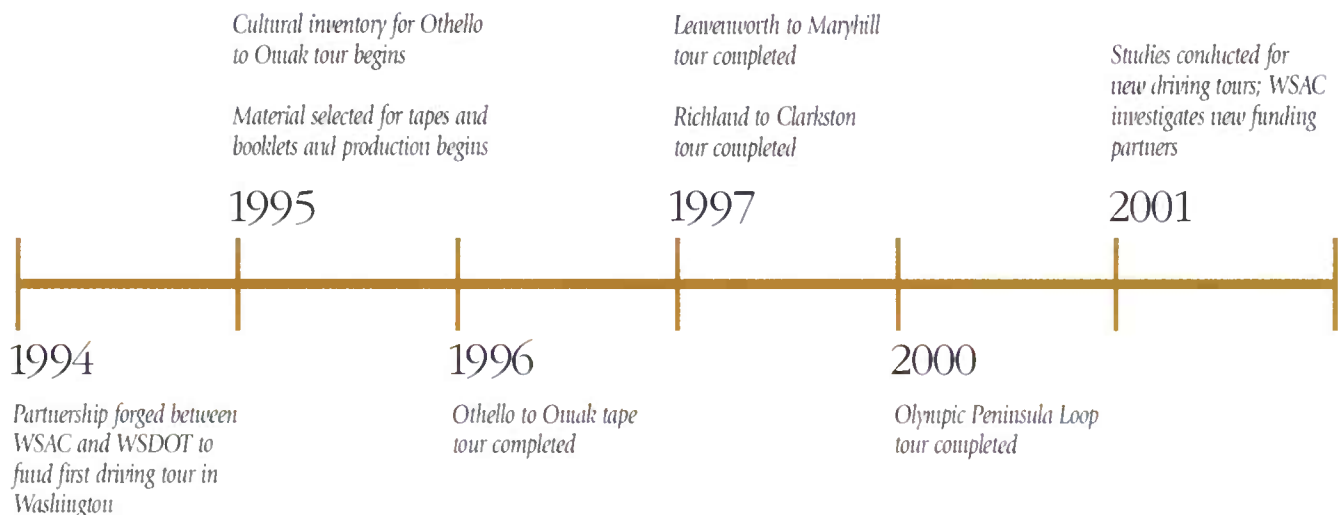
Three more heritage driving tours were conceived, researched, tested, produced, and marketed in partnership with WSDOT and the National Endowment for the Arts. One of these tours, the Olympic Peninsula Loop tour, was supported by a joint grant program known as the National Endowment for the Arts/U.S. Forest Service



Cultural traditions can range from songs and stories to chain-saw sculptures, like those by former logger Dennis Chastain, or woven baskets, such as Hazel Pete's of the Chehalis Indian Reservation.

Arts and Rural Community Assistance Initiative. The Forest Service partnered in the tour since the Olympic National Forest is on the Peninsula. Along this tour in the Hoquiam River Valley, travelers will see the great stands of forests and hear the history of the logging industry on the peninsula from the earliest methods using double-bit axes and crosscut saws (known as "misery whips" or "Swede fiddles") to today's massive machines that do everything from cutting to limbing, bucking, and loading logs. Visible along the route are remnants of logging railroads and river pilings that once moored great rafts of logs as they were assembled for towing. Travelers will hear from Diane Ellison, a world champion "birler," or competition log roller in the 1960s, who traveled the world over to demonstrate the sport.

Plans are underway for three tours along the state's more heavily traveled Interstate highways. Since these are not Heritage Corridors, WSDOT won't be participating. Instead, WSAC will consider corporate funding possibilities.



MAKING THE MOST OF OPPORTUNITIES

Collaborate: The partners helped shape the rural auto tours in Washington. WSAC's goal was refined by WSDOT's interest in focusing the tours along specific corridors versus broad regions. The DOT provided a level of expertise with the mapping of resources that would have been difficult to achieve by the Folk Arts Program. On the Olympic Peninsula, the U.S. Forest Service's participation through Rural Community Assistance funding ensured that the tour focuses on the significance of wood and timber-dependent lifestyles. Ongoing support from the National Endowment for the Arts has also played a critical role.

Find the Fit between the Community and Tourism: Lund literally took to the streets, visiting museums, radio stations, parks, bars and workplaces to find his subjects for the tours. In one community



When folklorist Jens Lund travels off beaten paths to get to know people on a personal level he creates a level of comfort that makes it easy for them to share their folkways.

after another, he talked to the locals, asked who had folkways to share, or songs to sing, stories to tell. It was an organic process that relied heavily on the willingness of people to participate, and the information found in one locale often led him to the next. Thus, the shape of the tour route at times was determined by his subjects, while keeping within a predetermined framework for the overall tour.

Make Sites and Programs Come Alive: The tape tours include oral histories and interviews with local folk artists and often feature obscure art forms and cultural traditions. For visitors who don't have the time to seek out locals, the tapes help them gain a better understanding of unique cultural heritage traditions. "In Soap Lake, in the center of the state, I heard an astonishingly beautiful Russian choir at the Slavic Brethren Church," says Lund. "They are an economically stressed community, yet the voices of the people are filled with hope and wonder. It was a fantastic surprise and one I was delighted to find and share with travelers."

Focus on Quality and Authenticity: In sifting through a vast amount of information that can be included in each tour, a folklorist selects information that provides an accurate representation of the diverse folk traditions along each route. Quality is essential, and only clear recordings and high quality photographs are included in the final product.

Preserve and Protect Resources: Not only do the tape/booklet tours capture and acknowledge significant Washington state folk art traditions, the research preceding the production of the tours results in thousands of documents, photographs and a wealth of audio-taped information. What can't be included in the tours due to space constraints becomes a valuable resource, managed by WSAC, for teachers, researchers, and others who wish to trace the history and heritage of the state.

RESULTS

➤What began as an effort to recapture cultural traditions has evolved into a significant tourism tool, mainly through direct sales and online marketing. WSDOT's study of one of the Eastern Washington tours concludes that 30 percent of the tour purchasers traveled that route specifically to use the tour guide. WSAC estimates the figures to be much higher in remote areas. The tours bring people to an area they might not otherwise visit and encourages them to stay there longer, with recommendations in the guidebooks for additional places to visit.

➤The partnerships WSAC forged during this process opened the door for many more collaborative efforts between non-profit agencies, state agencies and federal agencies. The program has a strong endorsement from Lorenzo, who says, "It was an honor for the Department of Transportation to contribute to this effort, and I commend the Arts Commission for its passion and teamwork."

➤Due to the quality and success of these tours, WSAC has provided assistance on at least 10 similar projects across the country including ones in Utah, Kentucky and Maryland.

➤The tape tours are already shared with libraries statewide, but the Folk Arts Program is not stopping there. They are planning to disseminate their inventoried heritage traditions through the development of a CD-ROM and searchable database.



BRINGING ART TO NEW HAMPSHIRE'S WELCOME CENTERS

The New Hampshire State Council on the Arts (NHSCA) has teamed up with the New Hampshire Department of Transportation (NHDOT) to install art exhibits in state welcome centers. The exhibits feature the work of local artists and give visitors an introduction to the state's natural landmarks, built environment, and cultural activities. NHDOT pays for artist fees and installation costs, and NHSCA secures bids from artists, selects the images, and writes the text to accompany each exhibit. Welcome centers in Seabrook and Salem have already been completed, with NHDOT providing a \$20,000 budget for each to purchase and install the art and pay for an exhibit designer. The art that is included is high quality, but relatively inexpensive. Examples of pieces include teapots, decorative hinges forged by blacksmiths, pottery, glasswork and artistic photos of New Hampshire landscapes. The welcome centers offer a tremendous opportunity to reach the traveling public, as the Seabrook Center alone attracts 875,000 vehicles a year. *Contact the New Hampshire State Council on the Arts at (603) 271-2789.*



PUBLIC ART ON SCENIC HIGHWAYS IN NEW MEXICO

Armed with over \$1 million in U.S. DOT Transportation Enhancements through the New Mexico State Highway and Transportation Department, New Mexico Arts (a division of the Office of Cultural Affairs) has created a public art program along historic Route 66 and El Camino Real called "Cultural Corridors: Public Art on Scenic Highways." The monumental, landmark art works are deeply rooted in the surrounding communities, their history, and their people. Each of the seven installations completed to date includes a plaque stating basic information such as the name of the piece, the medium used, date completed, and the artist's name. The local community determines how much cultural or historical information they want to include with the art. Types of art range from abstract to representational, serious to whimsical. Tom Coffin's "Roadside Attraction" is a tremendous road-motif pyramid topped with a chrome-like caddy tail fin that illuminates the night with the glow of its torped-shaped brake light. In Gallup,



Public art along New Mexico's highways spans the realm from whimsical, like Tom Coffin's well-named "Roadside Attraction," to representational, such as the "Socorro Wheel of History" by Claudia De Monte and Ed McGowin, which depicts episodes of area history.

when Charlie Mallery and Bob Hymer's "Paso Por Aqui" used neon detailing, the Gallup Beautification Department added more neon sculptures in the adjacent park, transforming Gallup's nighttime cityscape. *Contact New Mexico Arts at (505) 827-6490.*

RESPECTING DIFFERENCES: ARIZONA TRIBAL TOURISM

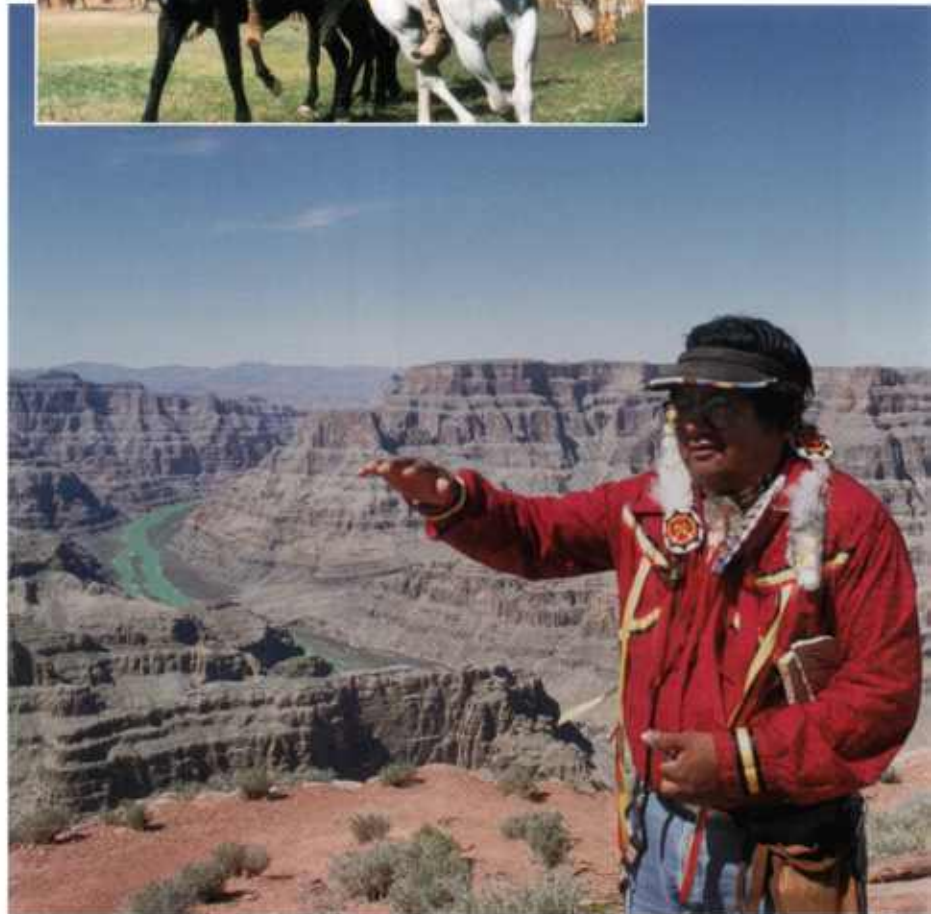
THE PARTNERS

- Arizona American Indian Tourism Association
www.indianresources.com/NACC.html
- Center for American Indian Economic Development, Northern Arizona University
Flagstaff, AZ
www.cba.nau.edu/caied/
- First Mesa Consolidated Villages, Hopi villages of Sichomovi, Tewa and Walpi, AZ

Walpi Tourism Program
Polacca, AZ
- Hualapai Nation - The Grand Canyon Resort Corporation
Peach Springs, AZ
www.hualapaitours.com
- Center for Studies in Public Policy, The University of Arizona
Tucson, AZ
<http://hudallcenter.arizona.edu>



*A scene from the
Fort Apache Annual Reunion.*



The Grand Canyon's lesser-known West Rim, part of the Hualapai Indian reservation, offers visitors a more intimate experience than the heavily visited National Park Service side of the Canyon.

The Setting

AMERICAN INDIAN RESERVATIONS ARE UNIQUE COMMUNITIES—EACH UNTO THEMSELVES AND AMONG THE LARGER AMERICAN POPULATION. YET CHALLENGES AND ISSUES CONCERNING HOW MUCH TOURISM

THEY WANT IN THEIR COMMUNITIES AND HOW MUCH OF THEMSELVES THEY WANT TO SHARE WITH THE TRAVELING PUBLIC HOLD RELEVANCE FOR TOURISM PLANNERS NATIONWIDE. SOME TRIBES HAVE AGGRESSIVELY SOUGHT TOURISM WHILE OTHERS HAVE MOVED SLOWLY AND WITH CAUTION INTO THAT ECONOMIC DEVELOPMENT ARENA. BOTH METHODS ARE MEETING WITH SUCCESS.



Through the Hualapai tourism programs, non-natives are beginning to witness natural grandeur that previously was unattainable.

Both organizations provide consulting assistance and training to help tribes and individuals develop tourism and enhance tribal economies. Timeche was also instrumental in forming the Arizona American Indian Tourism Association in 1994. That group was then the basis for the recent Arizona Indian Nations Tour, a cooperative marketing and tour program for potential visitors who visit facilities and attractions managed by the Hualapai, Hopi, White Mountain Apache and Navajo—a program primarily targeted at the German visitor market.

The Navajo and Apache nations are both successfully conducting businesses in the state and have done so for at least a decade. Highlighted here are one of the longest-standing rural tourism success stories in Arizona, the Hualapai tribe, and the Hopi Village of Walpi, which is at the other end of the spectrum, being the newcomer to Arizona Indian tourism.

For an independent culture that has stayed largely separated from the surrounding majority culture, tourism can present both advantages and problems. On the plus side are the unique cultural practices and arts that attract the curiosity of tourists and provide opportunities for tourism and economic development. On the negative side is the issue of how to control tourism so that those same cultural amenities are not destroyed and the people do not feel violated. Isolated cultural groups such as the Amish face these concerns, as do Native Americans.

To confront these issues and manage tribal tourism in Arizona, there are important institutions fostering the industry as an economic development vehicle for Native Americans. At the core of this effort is Joan Timeche, assistant director for the Native Nations Institute for Leadership, Management and Policy at the Udall Center for Studies in Public Policy in Tucson and former director of the Center for American Indian Economic Development in Flagstaff.



"You will be an honored guest of the Hualapai Nation. We ask only that you respect the land as we do so that it may be preserved for all of the children to come."

— Hualapai Lodge website

WHAT HAPPENED NEXT

Many Americans are unaware that large portions of the Grand Canyon are not part of the Grand Canyon National Park. In fact, more than one million acres of land on the west side of the canyon—the West Rim—comprise the Hualapai Reservation, home to approximately 1,500 people whose ancestors settled in this region along the Colorado River in 600 A.D.



Hualapai River Runners has been escorting visitors through the Grand Canyon since 1975, offering up-close views from a unique native perspective.

As long ago as 1975, the Hualapai Nation recognized that they had something they could offer to the many tourists who wanted to see the Canyon up close—knowledge and experience. By offering river-rafting tourist services, the Hualapais ("People of the Tall Pines") decided they could better control the use of the river and their canyon than if an outside entity conducted tours. Hualapai River Runners

(HRR), this tribe's Colorado River rafting company, employs up to 45 people during peak season from April through October. In 2000, HRR escorted about 4,000 people on river trips and grossed roughly \$900,000, which included revenue from permitting other rafting companies to get off the river or land on the Hualapai Reservation.

In 1988, the Hualapais formed Grand Canyon West Tours to offer tribal-member guided tours along the rim of the canyon. By the year 2000, more than 100,000 visitors were taking these trips, which offer a unique look at the little-visited West Rim of the Grand Canyon through the culture and history of the Hualapais. Tourists are shown Eagle Point, where they hear the legend of the boy who turned into an eagle, and are encouraged to try to pick out the battleship, the cat, rat, eagle, and more in the rock formations. This program generates the bulk of tourism revenues for the Hualapai Nation and provides 32 jobs.

Looking for ways to expand their tourism season, the tribe decided to build a lodge for overnight visitors on reservation lands in the town of Peach Springs. In order to secure a private loan in conjunction with loan guarantees from the U.S. Bureau of Indian Affairs, the tribe formed the Grand Canyon Resort Corporation, which separates the management of tourism business from the tribal government process.

According to Waylon Honga, tribal member and president of the corporation, this step toward a more traditional business model was important. "What we are selling are intangible experiences, and it's important to have the management expertise that knows how to handle that kind of product."

Numerous challenges presented themselves during the start-up of the lodge, which was completed in 1997. The 62-room, 45-job Hualapai Lodge and Restaurant ran into the problem of attracting and hiring experienced lodging management to this remote corner of Arizona. Another issue was the limited housing on the reservation that requires hospitality staff to commute as much as an hour from Kingman, Arizona.

But with determination to make the lodge a successful adjunct to the established canyon tours, the tribe has hired a full-time professional marketing director. For more than 25 years, the tribe had spent no more than \$500 a year to market its product. Now, they are spending nearly \$50,000. The marketing director sells Hualapai tours directly to the tour industry, thus assuring some measure of quality control over the types of visits booked. This, according to Honga, is important because, "When the private tour operators were the only ones selling our product, they didn't always get the message right. Now we have control over that message."



The Hopi Indians are known for their distinctive culture, including arts and crafts such as these from the Hopi Market, located on Second Mesa.

HOPi VILLAGE OF WALPI

Whereas the Hualapai have embraced tourism, directing it rather than being directed by it, villages of the Hopi Nation are taking a much more cautious approach. Religious independence and the maintenance of traditional lifestyles that support religious observance are critical to Hopi identity. In the eyes of some Hopi, tourism would dilute that independence. Thus, traditionally, there has been skepticism among Hopi elders when the topic of tourism comes up.

There are 12 villages of the Hopi Nation in Arizona, most of which see various levels of uninvited tourism. Each year, thousands of people show up in the villages, wander around and then leave. Some villages welcome the visitors, others do not.

To Belma Navakuku, member of and economic development director for the village of Walpi—one of the First Mesa

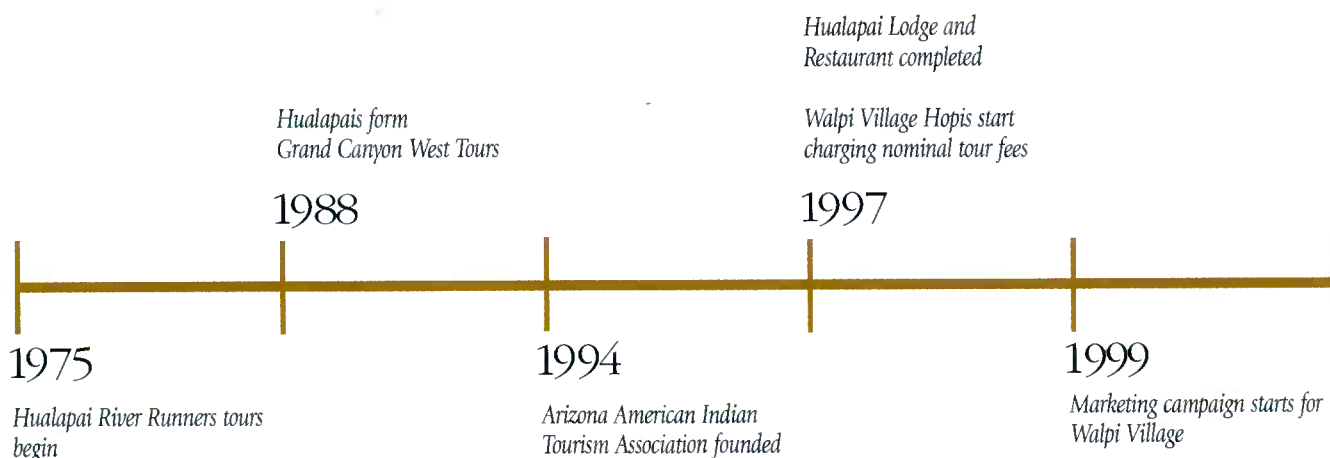
Consolidated Villages—the problem was not whether to manage tourism, but how to control it since it was already happening. So, in 1995, Navakuku raised the tourism issue again. The discussion she generated failed to convince village leaders to spend the money necessary for tourism management. But the talks did lead to a series of neighborhood clean-up projects, which led to discussion about how the village is perceived by visitors. The results were a spruced-up village and the laying of pebble paths specifically for visitors, who came whether invited or not, to follow. Signs were erected to direct visitors to the paths. Local craftspeople began to put up unobtrusive signs noting the locations of their shops and, without purposely meaning to, Walpi villagers initiated a tourism program.

For a couple of years, informal tours happened whenever visitors showed up in the village. In 1997, after much discussion, the village agreed to charge a fee for

the tours: \$5 for adults, \$3 for children. Then, in 1998, Navakuku conducted a community survey to find out how people felt about tourism. She found that residents generally supported it. The survey caused village leaders to consider a more formal tourism program. Elders saw that an organized tour program, led by village youth, would be a way for these young people to talk and learn about their culture. The result would be more pride in Hopi life and traditions, thus helping to perpetuate the culture, while improving the local economy.

Walpi village embarked on a marketing campaign, developing cooperative programs with the nearby communities of Winslow and Holbrook and, in 1999, Walpi became a member of the Arizona Indian Nations Tour marketing program. Progress in developing tourism facilities compatible with village values continues today in Walpi.

19





MAKING THE MOST OF OPPORTUNITIES

Collaborate: By working across tribal boundaries, Arizona's tribes are discovering that partnerships generate increased tourism and revenues and alleviate the pressure from any one organization. The Arizona Indian Nations Tour and the Arizona American Indian Tourism Association are both increasing visibility for and assisting tribal tourism throughout the state.

Find the Fit between the Community and Tourism: During religious ceremonial days, the Walpi Village sets up a system to let potential visitors know that the village is not open for touring. There are many obstacles to overcome from the Walpi villagers' standpoint when it comes to opening themselves up for scrutiny. By easing into the tourism arena, and insisting on maintaining their privacy during important ceremonies, the community is becoming more comfortable with the visitors and vice versa.

Make Sites and Programs Come Alive: The West Rim adventures shared by the Hualapai tribe and the traditional Walpi village and customs, such as the antelope ceremony and the snake dance, which are performed on alternating years in August, enrich tourism experiences and highlight the way of life of peoples who have inhabited this region for more than 1,400 years.

Focus on Quality and Authenticity:

Visitors to the West Rim of the Grand Canyon go inside the Hualapai reservation, hearing oral histories and seeing canyon vistas that crowds on the east rim of the canyon cannot experience. These are places that non-Hualapai eyes have rarely seen and add to the quality of the tourism experience.

Preserve and Protect Resources:

The Walpi village sits atop a tall, narrow mesa that cannot accommodate more development. Therefore, Walpi leaders believe they can leave their village largely untouched by modern infrastructure (e.g., electricity) but still entertain visitors in new facilities in Keams Canyon at the foot of the mesa, which belongs to the Hopi Nation as well. Tourists can view the historic village, but it will remain protected from modern development.

RESULTS

- In 2000, Hualapai Lodge reached 48 percent occupancy and is expected to reach profitability within one to two years.
- The Hualapai Grand Canyon Resort Corporation plans to develop infrastructure, including improved roads, water and wastewater services, to their tour site in the West Rim, which is 55 miles from the reservation headquarters and lodge in Peach Springs.
- The First Mesa villages are cooperating to develop a Hopi cultural center in the town of Polacca, which is on reservation land but not in a traditional village.



TEAMING UP WITH ELDERHOSTEL

Northern Arizona University in Flagstaff has worked for 17 years with Elderhostel to educate visitors about the cultural and natural resources of northern Arizona and the Colorado Plateau. Between 1984 and 2000, this hands-on program brought 50,000 people into these distinctive yet remote communities and tribal lands. In 2000, the program offered 31 different courses, many of which were innovative "mobile programs" that involved up to two weeks of traveling through rural Arizona to experience a variety of tribal and non-tribal communities and places of importance. Interactive programs offered include landscape studies, exploring the grand canyons of the west, history and culture of Hopi and Navajo nations, Arizona's national parks and monuments, geology, and astronomy. Participants can even sign up to tutor students on the Navajo and Hopi reservations. Observes Jennifer Beltz, a program coordinator for Elderhostel, "Elderhostel travelers are not just traveling and taking, but traveling and giving back." This program generates rural tourism development by allying itself with an established international tourism program for people age 55 and older. *Contact the NAU Elderhostel Program at (520) 523-2359 or www.nauelderhostel.nau.edu.*



21



PRESERVING HISPANIC AND NATIVE AMERICAN LANDMARKS IN THE SOUTHWEST

Cornerstones Community Partnerships, an award-winning nonprofit organization in Santa Fe, New Mexico, works with communities to restore historic buildings and building traditions in rural Hispanic villages and Indian pueblos in the Southwest.

Over the past 15 years,

Cornerstones has been involved in preserving more than 50 irreplaceable landmark structures, helping communities retain their authentic appeal for visitors. Cornerstones teaches traditional building techniques during hands-on volunteer workdays and youth training programs. These programs, along with a recently published how-to guide book about adobe conservation, are helping rural Native American and Hispanic communities build pride in their heritage as they work to retain their unique architectural identity. *For more information, check out www.cstones.org.*



NEW GROWTH INDUSTRY: AGRITOURISM IN MINNESOTA

THE PARTNERS

- Agricultural Innovation Center
Olivia, MN
- Cities and counties in the Minnesota
River Valley Scenic Byway
- Farms, cooperatives, and other
agricultural operations in southwestern
Minnesota
- Federal Highway Administration,
National Scenic Byways Program
Washington, DC
www.byways.org
- Gilfillan Estate, Redwood County
Historical Society
www.rrcnet.org/~historic/gillfill.html
- Minnesota's Machinery Museum
Hanley Falls, MN
- Prairie Waters Tourism Coalition
www.prairiewaters.com
- Swensson Farm Museum,
Chippewa County Historical Society
Montevideo, MN
www.montechamber.com/cchs/swensson.htm
- Tourism Center at the University
of Minnesota Extension Service
Minneapolis, MN
www.tourism.umn.edu
- Upper Minnesota Valley Regional
Development Commission
Appleton, MN
www.umvrdc.org

"My children didn't grow up on a farm as I did. It's important that my children and grandchildren have opportunities to experience what farming is all about. It's a proud part of our American heritage."

— Russell C. Andrews, former Chippewa County farm boy and lifelong Minnesota resident



The Setting

AGRITOURISM ISN'T A NEW IDEA. FOR AS LONG AS PEOPLE HAVE TOURED, THEY HAVE STOPPED AT AGRICULTURAL PRODUCERS TO SAMPLE THE WARES. WINERY TOURS, DUDE RANCHES, HAYRIDES, CORN MAZES, PICK-



YOUR-OWN FARMS—THEY'RE ALL AGRITOURISM. WHAT IS NEW IS THE IDEA THAT AGRITOURISM CAN BE MARKETING AS A DESTINATION ACTIVITY. DISPARATE RURAL SITES OFFERING AN ARRAY OF ATTRACTIONS FROM FARMING TO FISHING TO FESTIVALS CAN BE WOVEN INTO A COHESIVE PACKAGE THAT HAS MARKETING WEIGHT TO DRAW TOURISTS. THIS FLEDGLING EFFORT IN SOUTHWEST MINNESOTA IS A GOOD EXAMPLE OF HOW.

23

The farming communities of southwestern Minnesota—in the 287-mile-long Minnesota River Valley that stretches from the South Dakota border to the edge of the Twin Cities metro region—have thrived off the land for hundreds of years. Crops and livestock that feed the region and the country have helped sustain a viable rural economy locally and statewide. But in the last half century, agricultural technology changed the face of farming to specialized crop production on larger farms. Combined with weakened commodity prices and rising overhead costs, these changes began to take economic tolls on farmers and made the traditional farm pattern less suitable. Farms were consolidated, leaving unused homes and barns to deteriorate.



June Lynne, director of the Chippewa County Historical Society, believes in preserving the dying tradition of family-owned farmsteads. Here she stands before the Olaf Swensson barn, part of a farm museum dedicated to a nearly forgotten way of life.

The abandonment of traditional farmsteads prompted several county historical societies to become active in preserving this segment of the valley's heritage and some farmers began to bequeath their farms to local preservation groups. Such individual efforts at saving a disappearing agricultural past are evident at the Olaf Swensson Farm museum, the Minnesota Machinery Museum in Hanley Falls, and the Gilfillan Estate in Redwood County with its popular annual FarmFest. Preservation of agricultural history also filtered into corporate thinking. In LeSueur, the history of the Minnesota Valley Canning Company and its transition into the Green Giant food-processing company has been protected and is now offered at the company's visitor center.

In Olivia, Minnesota's Com Capital, the largest collection of agricultural cooperatives in the Midwest came together in the 1990s to organize group tours of their facilities. From those efforts has grown the Com Capital Trust, a fund-raising entity to develop the concepts, designs and capital to construct the Minnesota Center for Agricultural Innovation. Plans for this facility include an exhibition hall, interactive education center, international conference room, presentation theater, educational crop plots and other facilities to serve not only the agricultural community but all the performance arts and business communities by supplying performing and meeting spaces.

Thanks to community pride in rural agricultural heritage, the region gradually created a web of farm heritage attractions, including museums, historic farms, working farm tours, processor tours, history centers, and educational facilities. But this was not an area with a highly established tourism reputation, and these attractions have never been coordinated. Agritourism activities needed to be organized so that people would travel longer distances more frequently and stay in the area for more than a couple of hours, thereby strengthening the Minnesota River Valley economy. But the movement needed structure and organization.

"No one organization in our area can effectively impact agritourism by operating on its individual small budget. By joining efforts, we will be able to focus on promoting all the communities and thereby help our rural areas survive."

— Dawn Hegland, Upper Minnesota Valley Regional Development Commission Division Director



The historic farm known as the Gilfillan Estate hosts the annual FarmFest to showcase agriculture's future—the latest in farm technology.

WHAT HAPPENED NEXT



In the late 1980s, a group of museum managers, business owners, and economic development coordinators from a

five-county area in the valley came together to find ways to promote their communities through farm and natural heritage products and experiences. They created the Western Minnesota Prairie Waters Tourism Coalition. As an all-volunteer organization, funded exclusively with small contributions, the group sought staffing assistance from the Upper Minnesota Valley Regional Development Commission (RDC).

With help from the RDC, Prairie Waters had mild success in promoting its region over the next decade until, in 1999, the RDC generated two tourism-related studies. The first was prepared for a proposal to build three tourist information centers in the area. It demonstrated both the significance of existing tourism and the potential for future tourism if supported by sufficient marketing. The second project was a conversion study of previous visitors identifying the number of advertisement readers who actually came to the area. The study indicated that the \$4,000 spent on advertising during 1998 resulted in at least \$100,000 being spent in the local economy.

When the results of these studies piqued interest among elected officials about the economic potential of tourism in the area, the RDC worked with the volunteer Prairie Waters group to prepare a proposal for the expansion and formalization of the tourism effort. The jurisdictions in the five-county region Prairie Waters represents responded enthusiastically and supplied the group with a 2001 budget of \$102,000, a portion of which will be used to hire its first full-time coordinator. "The reorganization of Prairie Waters into a more formal organization has allowed us to market our region as a destination to give our local economy the boost it needs," explains Dawn Hegland, who wears hats for both the RDC and Prairie Waters.

Taking their cause to constituents, Prairie Waters and the RDC worked with the Tourism Center at the University of Minnesota Extension Service to explore

the interest of local farmers in agritourism. They held two conferences attended by more than 150 people in agricultural businesses. Fifty local farmers were identified as being highly interested in pursuing the process and, of those, 10 were selected to participate in a pilot agritourism program.

The program includes a brochure featuring the 10 producers and other agricultural attractions which is distributed across the state and sent out in response packages to potential tourists. As has been found in nearly all tourism efforts, the strength of marketing as a unit lends each site credibility as a quality destination and effects far greater visitorship than can be created individually.

In 2001, Prairie Waters will spend \$30,000 on advertising their region and nearly all the ads will feature the agritourism experience. To focus their efforts and ensure



The Threshing Show and antique tractor display at Minnesota's Machinery Museum showcases agriculture's past. The museum features displays of antique farm machines, a typical farmhouse and other farm related antiques.



A typical farm scene for early summer visitors traveling through the Minnesota River Valley—a tractor pulls a cultivator through a field of young corn to remove weeds between the rows.

productivity in the future, the organization is developing a survey to determine visitor perceptions, satisfaction, and expenditures.

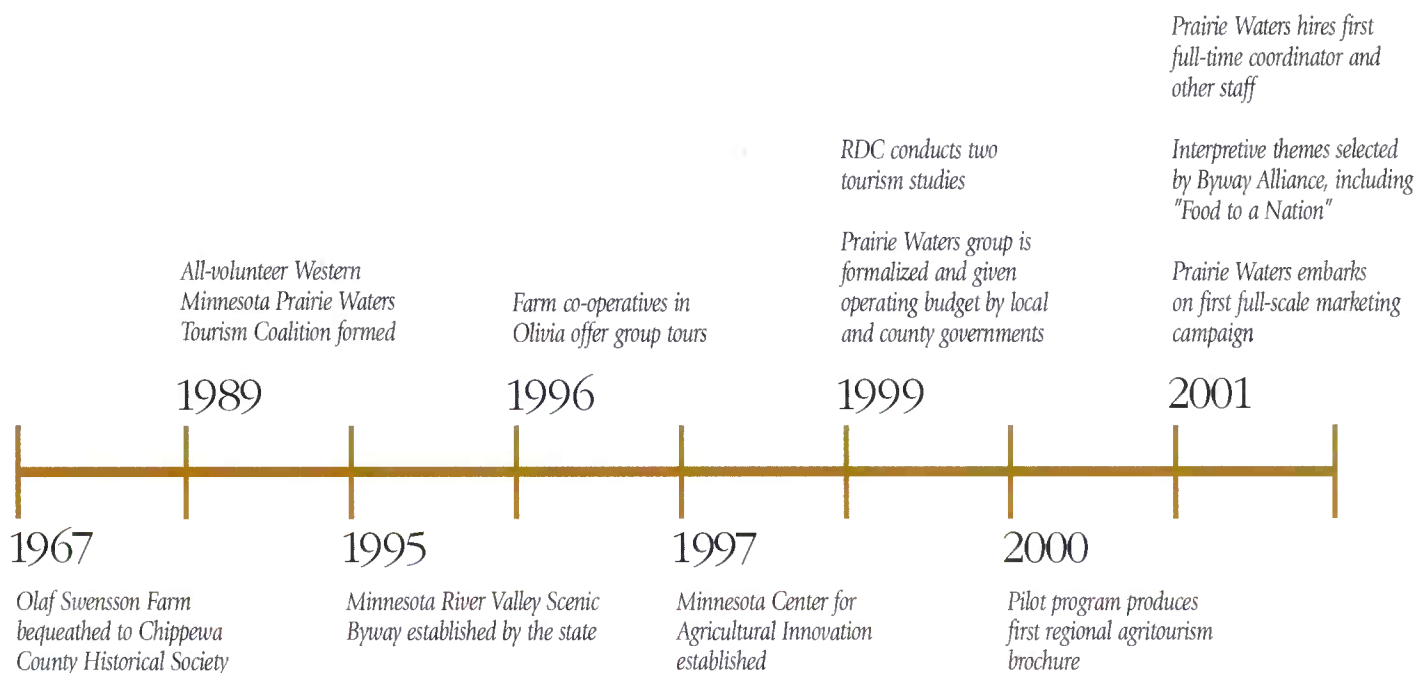
"This was a huge feat to get the counties and other groups to commit to something that had always been peripheral in their minds—tourism," Hegland states.

While the Prairie Waters Coalition has forwarded the cause of agritourism in its five-county region, a larger organization with a broader scope has lent credence to the work of agritourism proponents in Minnesota. This is the Minnesota River

Valley Scenic Byway, an RDC-coordinated project. The byway, which spans 13 counties including the five covered by Prairie Waters, obtained state scenic byway status in 1995 and will seek designation as a National Scenic Byway in 2002. In 2000, the Minnesota River Valley Scenic Byway Alliance prepared its corridor management plan and developed its primary interpretive themes, one of which is "Food to a Nation." This theme provides the structure to unite all of the agricultural heritage sites and facilities into one experience linked by interpretation and the coordinating arm of the Alliance.

While agriculture has always been at the core of the Minnesota River Valley, agritourism is now emerging as a viable adjunct to the established economy thanks to the cohesive nature of the scenic byway, which unites the entire length of the valley. The byway is the skeleton of a more formalized agritourism program for the region than has ever been present before. The Byway Alliance will be able to coordinate funding and marketing efforts using the Prairie Waters Coalition as a demonstrated organizational model.

25



MAKING THE MOST OF OPPORTUNITIES

Collaborate: It has been the steady growth of collaborations that has made the Minnesota River Valley agritourism project possible. When small, independent, isolated sites join forces they create a stronger voice. From the five-county Prairie Waters Tourism Coalition to the cooperative marketing of farms and farm-related sites and then to the creation of a scenic byway to merge efforts throughout the valley, this region has moved agritourism to the next level of success through strong partnerships.



The membership committee of the Chippewa Historical Society holds an annual drawing for two lucky winners to attend "An Enchanted Evening"—a catered supper at the Olaf Swenison farmhouse.

Find the Fit between the Community and Tourism: Farmers and other agriculture-related venues in the valley have long welcomed the idea of sharing their businesses with visitors as sources of both pride and additional income. The coalescing agritourism industry in the valley is a natural extension of the communities' efforts to strengthen their own economies.

Make Sites and Programs Come Alive: Visitors seeking an agricultural experience can get as down to reality as they like on farm visits where daily chores must go on—visitors or not. The true-to-life activities leave tourists with little

doubt about the lifestyles of working farmers and growers. At the All Natural Fiber Farm in Montevideo, visitors can learn how to take fiber from the animals, turn it into yarn, then try their hand at spinning and weaving.

Focus on Quality and Authenticity: Those who take Prairie Waters' self-guided tours will find Minnesota agricultural life and work at its most authentic. Each producer in the brochure was selected for the quality of the experience they could offer tourists. At EarthRise, a Community Supported Agriculture venture near Louisburg, for example, visitors can tour the gardens and observe the harvesting and preparation of weekly baskets to shareholders. Tours include soil building projects, gardening techniques, greenhouse operation, and use of ducks and chickens for insect control and soil preparation.

Preserve and Protect Resources: Thanks to tourists' renewed interest in farming and other agricultural industries, the producers in the Minnesota River Valley have regained some economic strength to help them stay viable, and thus protect them as independent producers—descendants of hard-working farmers who settled the region.

RESULTS

➤With funding from the National Scenic Byways Program, the Minnesota River Valley Scenic Byway will be able to implement concepts and create a series of agritourism interpretive sites linking the established museums and agricultural heritage sites.

➤The Prairie Waters Coalition is moving ahead with aggressive marketing and advertising of its agritourism product. Given early responses to this effort, it is likely to be quite successful. Given interest from other producers, the agritourism package of experiences will greatly expand and become one of the most concentrated locations for agricultural experiences in the country.

➤Prairie Waters' monitoring and evaluation of this program will provide more evidence to elected leaders that agritourism is a good investment, and could result in increased funding for the group from recently enacted lodging taxes.

➤The region has developed a full spectrum of agricultural attractions, thereby offering a product that is diverse enough to attract a wide range of tourists. The educational and information-exchange Agricultural Innovation Center demonstrates the Minnesota agricultural industry's strength and solidarity. Farmers and other agricultural interests came together to conceive of a facility that can both serve their business needs and be a tourism destination. This facility will become a major anchor for the valley's agritourism experience.





WHAT IS AGRITOURISM?

Agritourism is traveling to farms, ranches and other agricultural attractions and events. Agritourism is typically marketed to residents within a few hours of the farm but sometimes visitors come from across the continent. Getting people to travel from farther away and stay in the area longer is the challenge many rural areas are addressing to make farm-oriented tourism a more substantial part of the local economy. The answer is often coordinated promotional efforts.

In Tioga County, the Central New York Resource Conservation and Development Project sponsors the Agri-Cluster Program in which 15 farm and other backroad businesses are working together to create the critical mass to encourage visitation. The group formed the Catatonk Valley Association to market this destination. *Contact the Central New York RC&D at 607-334-4715.*

Agritourism, cultural heritage, and natural resources are all parts of the North Central Nebraska RC&D Council's seven-county project marketed as the Nebraska's Outback. This destination grew out of a state-initiated regional program called "Community Builders." The regional group identified nature-based and heritage tourism as viable opportunities and formed the North Central Nebraska Travel and Tourism Council to market the region, which received two state scenic byway designations and numerous awards. *For more information, go to www.nebraskaoutback.com.*

State governments are getting in on the act of promoting agricultural and heritage tourism destinations. The Vermont Farms! Association (VF!A), backed by state funds and two USDA Rural Development grants totaling \$750,000, offers workshops and loans for agritourism businesses. VF!A's web site and brochure provides visitor information about a broad spectrum of agricultural experiences available in Vermont. *For more information, go to www.vermontfarms.org.*

For links to information on agritourism, agritainment, agrieducation, alternative enterprises and direct marketing go to www.nhq.nrcs.usda.gov/RESS/econ/ressd.htm



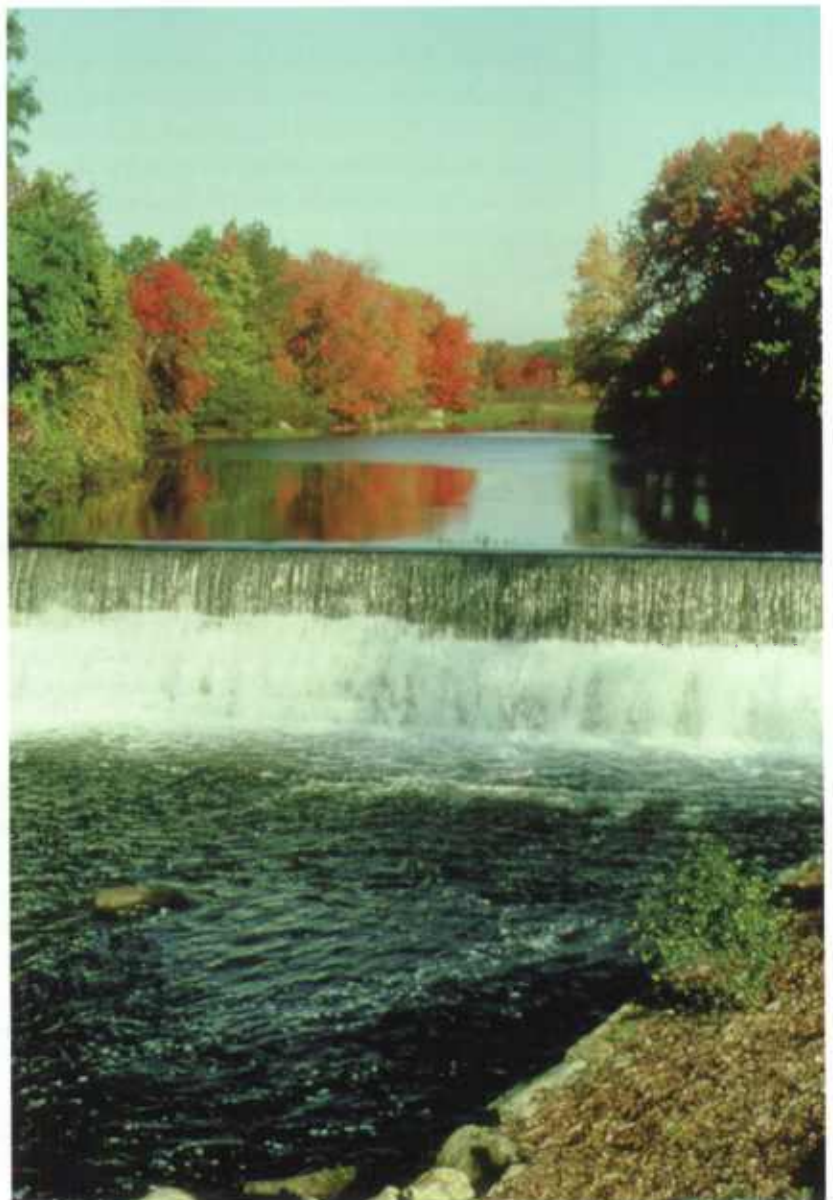
RENEWING A REVOLUTION: THE BLACKSTONE VALLEY NATIONAL HERITAGE CORRIDOR IN MASSACHUSETTS AND RHODE ISLAND

THE PARTNERS

- Blackstone Valley Chamber of Commerce
Northbridge, MA
www.blackstonevalley.org
- 24 Blackstone Valley cities and towns in
46-mile region between Worcester, MA
and Providence, RI
- Blackstone Valley Tourism Council
Pawtucket, RI / www.tourblackstone.com
- Central Massachusetts Regional Planning
Commission
Worcester, MA / www.cmrpc.org
- Massachusetts Department of
Environmental Management
Boston, MA / www.state.ma.us/dem
- Massachusetts Office of Travel & Tourism
Boston, MA
<http://web.massvacation.com/>
- National Park Service,
The John H. Chafee Blackstone River
Valley National Heritage Corridor
Commission, National Park Service
Woonsocket, RI / www.nps.gov/blac/
- National Heritage Areas
Washington, DC
www.ncrc.nps.gov/heritage/program.htm
- Northern Rhode Island Chamber of
Commerce
Lincoln, RI / www.nrichamber.com
- Rhode Island Department of
Environmental Management,
Division of Parks and Recreation
Johnston, RI / www.riparks.com
- Rhode Island Tourism Division
Providence, RI / www.visitrhodeisland.com

*"Tourism work is not just about growth in numbers.
We will be measured in how much richer people's lives
will be in the years ahead."*

— Bob Billington, Blackstone Valley Tourism Council president



The Setting

IN A PLACE WITH NO HISTORY OF TOURISM, A PLACE THAT CONSIDERED TOURISM A POOR RELATION TO MANUFACTURING, A PIONEERING SPIRIT AND ENTREPRENEURIAL INSIGHT BROUGHT TOGETHER

DISPARATE INTERESTS TO FORGE A NEW FORM OF INDUSTRY THAT IS REBUILDING THE REGION'S ECONOMIC STRENGTH—HERITAGE TOURISM



Industrial development in the Blackstone River Valley can be traced to the founding of this mill by Samuel Slater in the 1790s.

Residents and elected officials laughed at Bob Billington in 1985 when he suggested that tourism could play a role in revitalizing the Blackstone River Valley's flagging economy. This was, after all, the corridor along which the Industrial Revolution had taken root and prospered in America some 200 years earlier. The 24 towns between Worcester, Massachusetts, and Providence, Rhode Island, had once boasted the lion's share of industrial output so that around the world, Blackstone Valley became synonymous with manufacturing innovation and excellence throughout the 19th century and into the next. But that was then and this was now.

After decades of shifting industrial trends that caused a steady attrition of manufacturers from the valley, the Blackstone communities were at the tail end of every economic resurgence that touched New England. Nothing seemed to work; the region had no apparent means of putting itself back into the economic and cultural mainstream. But while the jobs went south along with the economy, the physical legacy of industry remained along the Blackstone: the canal, hundreds of multi-story brick mill buildings, mill housing and towns, mill institutions such as hospitals and schools, and dozens of small lakes, ponds and dams created to power the historic mills. The physical evidence of the people who formed the valley's culture was deteriorating as was the enthusiasm of their descendants for this once-proud region.

In the 1980's, Bob Billington worked in his family's gift products factory, and there he saw the need for new retailing opportunities. He formed an outlet association with other Rhode Island manufacturers and, before he knew it, became involved in tourism. Soon, Bob realized that he had discovered his calling and cobbled together the money to devote all his time to the newly formed Blackstone Valley Tourism Council (BVTC). Two years later, Rhode Island ushered in a new tourism era when it levied its first room tax, and the council was designated as a regional tourism agency. Despite these advances, there was much skepticism among local residents for the idea that heritage tourism could really work.

But Billington and an increasingly larger number of other individuals knew there was treasure hidden beneath the years of disuse and neglect in the valley towns. In tandem with the council's efforts, a valley-wide movement to create a National Heritage Corridor got underway. The partnership between Massachusetts and Rhode Island to create the heritage area became formidable with the respective state legislative and congressional delegations supporting the effort. Groups on both sides of the state line became active proponents for the designation. Finally, these new heritage partners succeeded in getting the area from Worcester to Providence designated by Congress as a National Park Service (NPS) National Heritage Corridor in 1986. The area is managed by a commission that unifies the work of the NPS, two state governments, dozens of local municipalities, businesses, nonprofit historical and environmental organizations, educational institutions, and private citizens. Blackstone Valley thus became the second such designated area in the country and, believe it or not, was on its way to becoming a tourist destination.

"During the 1980's we spoke hundreds of times to dozens of different groups and at each engagement, there would always be some snickers from the audience when we talked about tourism in the Blackstone Valley. Today, it's different. Local officials use the word themselves in their policy discussions and in the press."

— Bob Billington, Blackstone Valley Tourism Council president

WHAT HAPPENED NEXT

With the National Heritage Corridor designation in place, a new tone emerged in the valley. People began to see the region from a new perspective; the Blackstone River Valley suddenly became a place of national significance. The Department of Transportation in both Massachusetts and Rhode Island erected the well-known brown public resource signs along the nearby Interstate highways. Visitors' curiosity was aroused and residents were also influenced by this tangible recognition.

The NPS began its work by listening. It held workshops and public meetings and gave presentations all around the valley to understand what it was that valley residents wanted and to convey to residents the impressive value of the corridor's resources. Early on, according to Michael Creasey,

executive director of the Corridor Commission, it became clear that infrastructure investment would be one of the Park Service's main goals. "We focused on things we could build that would make a difference for residents and visitors," says Creasey. This approach has resulted in

more than \$18 million of federal investment, but more impressive, that \$18 million has been matched 10-to-1 by local and regional support. Projects have included visitor centers, rehabilitation of old mill buildings, new parks and recreational facilities.

The BVTC took a similar approach in its work as it pursued something that, at the time, seemed like a wild idea: boat rides on the Blackstone Canal. "We needed to define the valley for the visitor and it seemed that connecting them to the Blackstone River and Canal was the most important thing," says Billington. Maybe so, but it wasn't an easy sell since the waterways flowed past industrial development, not bucolic fields and woods. This was not a river with a romantic or recreational reputation. Still, the BVTC with the support of the Park Service raised the necessary funds, designed, and, in 1993, built the *Blackstone Valley Explorer*, a light, low-draft riverboat able to be moved easily by land from point to point and also able to move through the often shallow waters of the river and canal. The council began offering scheduled exploration cruises and chartered events. They parked the boat prominently and promoted it to everyone within earshot. Soon, it was a hit. The *Explorer* began to demonstrate to residents that people would actually pay to see the Blackstone and could have some fun along the way.



The Blackstone Valley Trolley has become a common sight on Sunday afternoons, wandering through the historic neighborhoods of the Blackstone Valley communities.

Building on that success, BVTC purchased an old trolley car in 1996 from a Providence company, refurbished it, and renamed it the Blackstone Valley Trolley. With its brightly painted advertising, the trolley began to appear up and down the valley. It has become a favorite for its Sunday afternoon wanderings through the historic neighborhoods of the Blackstone Valley communities.

In 1997, BVTC launched its second vessel, the *Spirit of the Blackstone Valley*. Built on a relationship that began during Slater Mill's 200th anniversary in 1993, the council began a relationship with the community of Belper in the Amber Valley of Derbyshire, England, the first industrialized town in the world and ancestral home of Samuel Slater, founder of the first textile mill in Pawtucket, Rhode Island in the 1790s. This connection resulted in the Valley's first international marketing and tour package. It took the Council until May of 2000 to raise the funds to launch an authentically



Since 1986 when the Blackstone Valley National Heritage Corridor was established, millions of federal dollars have been invested in bricks-and-mortar projects such as new visitor centers and the rehabilitation of historic mill buildings.



Human history in the valley has depended on the Blackstone River, which, in the past, has provided food, energy, and transportation. Today the river is a source of pride and a focal point for a growing tourism industry.

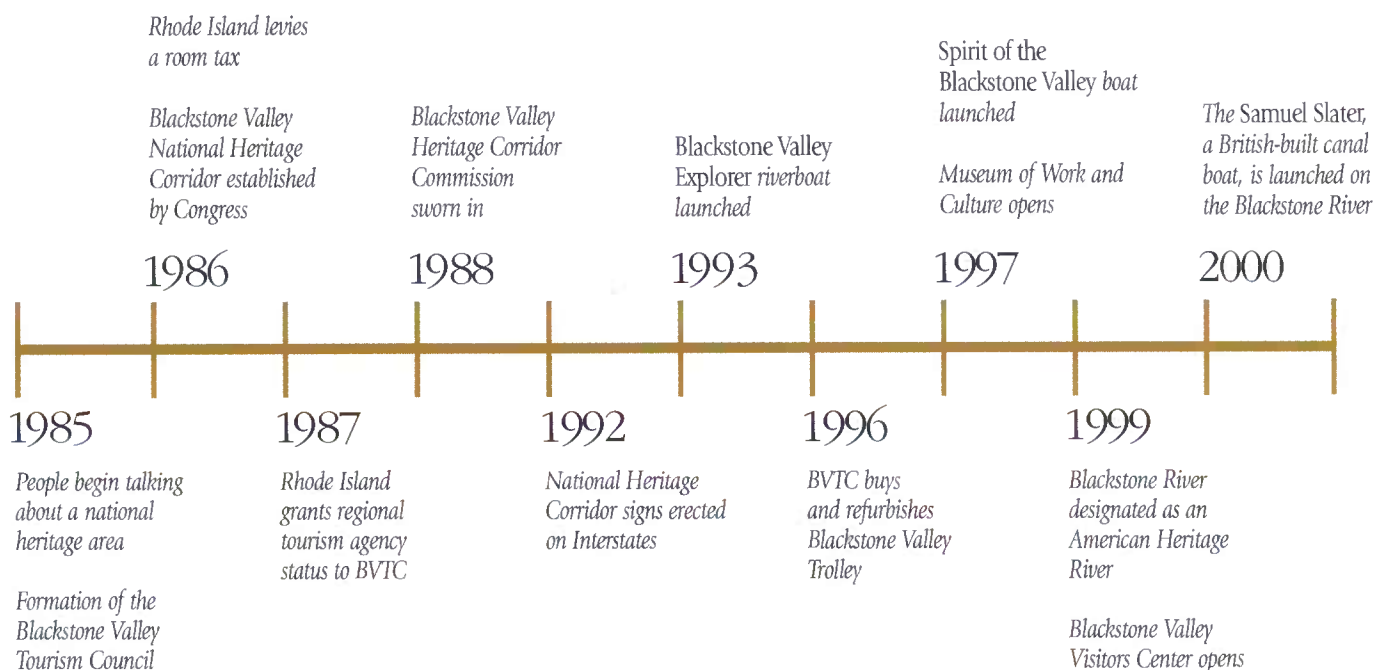
built English canal boat named the *Samuel Slater* in honor of the father of the American Industrial Revolution. Now, all three boats ply the waters of the Blackstone throughout the visitor season. Through the Blackstone Valley National Heritage Corridor, the NPS has become an active player in the valley's economic development. The NPS has supported the development of visitor centers in Uxbridge, Massachusetts, and in Woonsocket and Pawtucket, Rhode Island. In Woonsocket, the visitor center is

in the newly developed Museum of Work and Culture. The museum, a joint project of the NPS and the city of Woonsocket, focuses on the traditions and implications of work in life.

Finally, the NPS has played a key role in assisting local communities with a wide variety of resource protection and management projects. Part of the corridor's annual budget is devoted to grants to local communities to help them move their own

projects forward. The Corridor Commission did much visioning work with communities in the early days, creating 14 vision plans for the region. To date, 10 of those plans have been implemented. "This process encouraged people to blend heritage resource management with more current or modern forms of economic development," says Executive Director Creasey.

31



"No one person has made the Blackstone Valley Heritage Corridor a success. This project brought a multitude of people together to build the Heritage Corridor from the ground up. Thanks to these dedicated 'believers,' together we have been able to accomplish what no one could have done on their own."

— Michael Creasey, Executive Director, Blackstone Valley National Heritage Corridor

MAKING THE MOST OF OPPORTUNITIES

Collaborate: "What one person can do to affect the world is small. We need a lot of collaboration to make it all happen," declares Billington. Putting minds and efforts together has, indeed, resulted in strong tourism and economic development in the valley. Local businesses, organizations, communities, volunteers, regional and state tourism and planning agencies, and state and federal agencies have all come together to forge a new industry to rebuild the Blackstone River Valley into a thriving area.

Find the Fit between the Community and Tourism: A critical aspect of the Heritage Corridor program is the idea that communities are taking the lead in project development with the state and federal agencies backing them up. This has allowed cities and towns to decide whether and how they want more tourism.

Make Sites and Programs Come Alive: The tourism organizations in both Massachusetts and Rhode Island have made it easier—and more fun—for visitors and local residents to get around and enjoy the attractions of the valley. Cruises through historic waterways on replica riverboats take visitors into the moment, helping them experience an older, slower way of life, work, and transportation.



Collaboration between the Blackstone Valley Tourism Council, the National Park Service, and regional and state political leaders brought about the Blackstone Valley National Heritage Corridor, a place where a wealth of historic structures are receiving the care they need to stand as a reminder of the past for many more years.

Focus on Quality and Authenticity: A key to the valley's success has been working with the authentic resources in place in the corridor. Being selected as a National Heritage Corridor early on created pride and desire among local activists to live up to that honor by approaching all their tourism-related goals with quality in mind.

Preserve and Protect Resources: Protection of historic structures, stone walls, open spaces of important farming landscapes, and the adaptive use of old mills and downtown structures have all ensured that the Blackstone of the future will resemble the Blackstone of today.

RESULTS

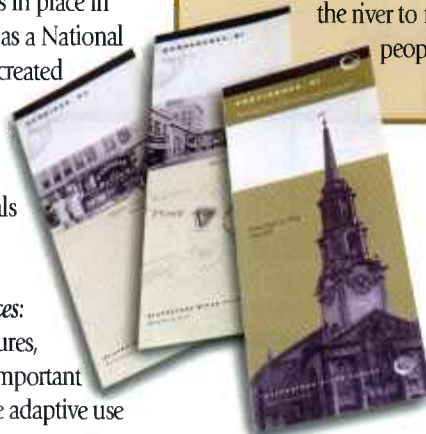
➤ During the first 10 months of operation beginning in September of 1999, the Blackstone Valley Visitor Center in downtown Pawtucket, Rhode Island attracted more than 75,000 visitors.

➤ In its first year of operation in 2000, the Museum of Work and Culture in Woonsocket, Rhode Island, took in 35,000 visitors, and the visitor center at Riverbend Farm in Uxbridge, Massachusetts, drew 30,000 people.

➤ BVTC board of directors established the Blackstone Valley Legacy Trust to obtain private and public financial support for future development projects for the Blackstone Valley Tourism Council. The Trust invests funds for the benefit of the valley.

➤ BVTC joined other tourism and environmental groups in supporting passage of a \$50 million Rhode Island state bond issue for open space protection. During the last 15 years, the river's environmental health has improved so greatly that the number of fish species has soared from just two to the 33 species that now are present.

➤ The Blackstone Valley Explorer, the Spirit of the Blackstone Valley and the Samuel Slater have provided interpretive, cultural, environmental and recreational boat tours on the river to more than 150,000 people from 1993 to 2000.



ALLIANCE of NATIONAL HERITAGE AREAS

BREAKING OUT OF THE BOX: THE TOURISM ROLE OF HERITAGE AREAS

County boundaries, state lines and city limits. All too often, collaborative tourism efforts are defined by these arbitrary political

jurisdictions. These boundaries are meaningless for visitors and often make it challenging for sites in a region to work together. Heritage areas provide a mechanism to link communities and sites together based on geographical or thematic connections that make sense from the visitor's perspective. In this way, heritage areas provide a way to work across traditional boundaries to protect, enhance, and promote a region.

As of 2001, there are 23 National Heritage Areas in the U.S., each designated by an individual act of Congress. Almost all receive National Park Service funding to help get the heritage areas up and running so that they can become self-sustaining. The Alliance of National Heritage Areas estimates that there are another 170 local and state heritage areas across the nation. For more information on how to start a heritage area, order the Information Series booklet *Getting Started in Heritage Area Development* at www.nthp.org or find out about the Alliance of National Heritage Areas at www.cofc.edu/~heritage/



The Blackstone Valley Explorer brought tourism and life back to the Blackstone River and anchored this National Heritage Area's river-oriented tourism effort.



The Museum of Work and Culture, a collaborative project of the National Park Service, the city of Woonsocket and the Rhode Island Historical Society, opened in 1997 in Woonsocket, Rhode Island. Funding for the building restoration and permanent exhibit "La Survivance" came from a variety of sources including labor unions, local corporations, the Blackstone Heritage Corridor, city and state funds, and the National Endowment for the Humanities.



BUILDING BRIDGES TO SUCCESS: THE SEAWAY TRAIL IN NEW YORK

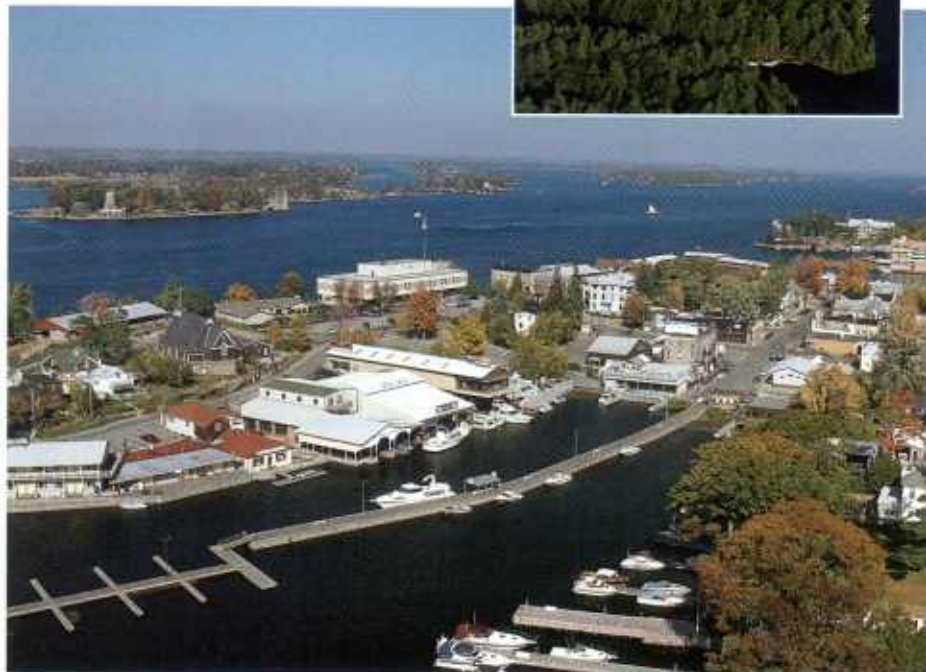
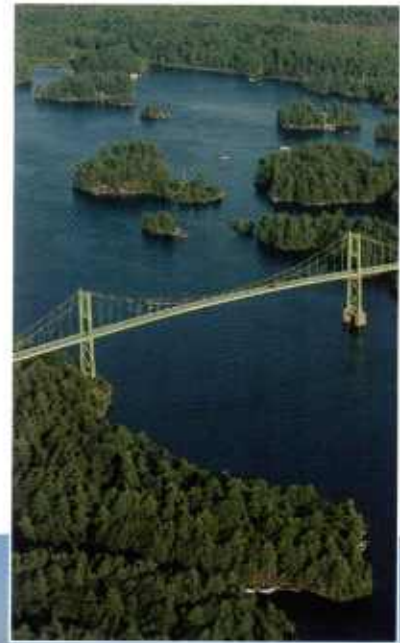
THE PARTNERS

- > Seaway Trail, Inc., and Seaway Trail Foundation Sackets Harbor, NY
www.seawaytrail.com
- > Black River-St. Lawrence Resource Conservation and Development Project, Inc.
www.ny.nrcs.usda.gov/directory/watertown-rc&sd.html
- > American Automobile Association
Heathrow, FL
www.aaa.com
- > Environmental Protection Agency
Washington, DC
www.epa.gov
- > Federal Highway Administration
Washington, DC
www.fhwa.dot.gov/
National Scenic Byways Program
www.byways.org
Transportation Enhancements Funding Program
www.enhancements.org
- > 77 municipalities along the Seaway Trail
- > National Park Service, Rivers, Trails and Conservation Assistance Program
Washington, DC
www.nrc.nps.gov/rtca
- > New York State Department of Transportation Albany, NY
www.dot.state.ny.us
- > New York State Legislature, Tourism Committee Chairs
- > U.S. Fish and Wildlife Service
Washington, DC
www.fws.gov



"A byway designation is as important as you want to make it. The more you use it, the more it benefits your organization."

— Teresa Mitchell, Seaway Trail Director



The Setting

MOST RURAL COMMUNITIES LACK LARGE-SCALE, MARQUEE TOURIST ATTRACTIONS. INSTEAD, RURAL AREAS TEND TO BE DOTTED WITH SMALL, DISPERSED SITES THAT OFFER VARYING DEGREES OF INFORMATION,

ACTIVITIES AND SERVICES. HOW CAN YOU PACKAGE YOUR SCATTERED ATTRACTIONS INTO A VIABLE DESTINATION THAT HAS REAL ECONOMIC AND CIVIC IMPACTS? THE SEAWAY TRAIL IN NEW YORK IS ONE OF THE NATION'S MOST SUCCESSFUL NATIONAL SCENIC BYWAYS THANKS TO ITS DEVELOPMENT AS A DESTINATION TRAVEL CORRIDOR.

The Seaway Trail, New York State's National Scenic Byway, is 454 miles of scenic driving along Lake Erie, the Niagara River, Lake Ontario and the St. Lawrence River. Lighthouses have guided voyagers through these waters for hundreds of years. And now, through the broad marketing spectrum of the Seaway Trail, these sentinels of safety have served as another type of beacon—attracting travelers in search of history, recreation, relaxation, and scenic touring to their communities. And when travelers come, economic development follows.

But the real picture of economic development along the Seaway Trail is broader than heritage tourism alone. Over the last two decades since its dedication in 1978, the Seaway Trail has provided the foundation for a strong rural development strategy that encompasses eight major resource themes: coastal recreation, natural resources, history of the coast, peoples of the coast, coastal agriculture, international coastline, water-related industry, and commercial shipping. By partnering with U.S. federal agencies and departments, Seaway Trail has evolved into a long-term tool for economic growth through rural tourism.



For over 500 miles through New York and Pennsylvania, the Seaway Trail guides travelers past the signature elements of the region: its lighthouses (such as the 1872 Presque Isle Light Station pictured above), its lakes, and its wildlife.



The Eisenhower Locks along the Seaway Trail on the St. Lawrence River have 110-foot-deep locks that can accommodate ships up to 740 feet in length from around the globe.



"The mission of Seaway Trail, Inc., is to increase tourism revenues and to enhance the economic well-being and quality of life in New York State's Seaway Trail corridor by managing and marketing it as a leading scenic byway."

— Seaway Trail Mission Statement

WHAT HAPPENED NEXT

It was the bridge that started it all. The seven-mile Thousand Islands Bridge, dubbed "the bridge from nowhere to nowhere," was built in 1938 to connect Canada and the United States along the most direct land-travel route between Washington, D.C. and Ottawa. Planned as a device to raise revenues through tolls and to increase tourism to the largely unknown Thousand Islands, the bridge put the region on the map and provided a reason for people to pass through the area.

Watching this progress with a keen eye was Vince Dee, a restaurateur in the St. Lawrence Seaway region. Dee recognized an opportunity to capitalize on the tour buses that now plied the route from New York City to Canada along the bustling Thousand Islands Bridge. He was the first person in upstate New York to tap the group tour market out of the city and it led to financial success for his business.

It was many years in the making, but Vince Dee developed first his own tourism trade and then turned his attention to his neighbors and the region. Looking across the St. Lawrence River for inspiration, Dee found a great tourism model to emulate: the Canadian Heritage Highway, a travel route stretching from Windsor, Ontario, to the Gaspé Peninsula in Quebec. Dee worked with area business owners to establish, in 1978, the 80-mile-long Seaway Trail and

its nonprofit arm, the Seaway Trail Foundation, a 501(c)(3). Dee, who was the trail's acknowledged visionary and its president until his death in 1995, called the Seaway Trail, "A string of jewels showcasing the communities close to the shoreline." Soon after its establishment, wayfinding signs placed by the New York State Department of Transportation marked the route for travelers.



In the War of 1812, Oliver Hazard Perry unfurled the famous battle flag, "don't give up the ship" from the deck of this historic sailing ship, the brig Niagara. Today, the Niagara is the centerpiece of the Erie Maritime Museum in its home port of Erie, PA.

In the early 1980s, the Seaway Trail conducted resource inventories. Through these efforts came the realization that the route contained 27 historic lighthouses, which in turn, caused the trail's marketers to sit up with interest. Brochures were produced to help visitors find and enjoy the lighthouses and, as people began visiting them, the lighthouse managers realized they were part of a dispersed, regional tourism

product. In 1980, Seaway Trail published a guidebook to the lighthouses, the first in a series. Since then, the trail has developed guidebooks to sites pertaining to the War of 1812, a *Wildguide to Natural History* that illustrates the area's flora, fauna, and natural lands; *Along the Trail and Into the Past*, detailing architecture and history along the trail; and trail bicycling adventures. The Black River-St. Lawrence Resource Conservation and Development Project and others contracted with the Natural Resources Conservation Service for assistance in publishing *The Nautical Seaway Trail*, a boater's atlas and guide to waterfront services as well as several agritourism guides. The original vision of the Seaway Trail as a multimodal corridor was coming to fruition as these brochures emphasized walking, biking, driving and boating.

A new era for the Seaway Trail began in 1983 when it was accorded National Recreational Trail status by the U.S. Department of the Interior. The following year, the trail was extended to Niagara Falls and then, in 1986, it was extended to the Pennsylvania border, bringing it to a total of 454 miles. For each of these incremental extensions, all the communities had to participate. This required hours and hours of meetings and presentations by the board of directors and the planning staff.

As successful as that effort was, it still did not answer the Seaway Trail's problem of a lack of budget. In 1985, the state legisla-

ture was creating new tourism committees in the senate and assembly. The chairs of these committees were representatives from the St. Lawrence corridor: Matt Murphy, a Democrat from Lockport, and John McHugh, a Republican from Watertown. Vince Dee knew both men. With their support, the Seaway Trail garnered \$250,000 in 1986 from the state. The trail hired staff, including Director Teresa Mitchell, and embarked on an aggressive marketing and development campaign.

From there, the Seaway Trail hit a steady stream of home runs, including 1987's I Love NY summer festival, which the trail sponsored, proving to residents and travelers alike that the region had reached legitimate status as a tourism destination. In preparation for that festival, the town of Oswego, which housed the trail's office at the time, came to the realization that it had no tourism events with which to attract anticipated travelers. The town, rallied by Mayor John Sullivan, his wife Charlotte Sullivan, and community historian Rosemary Nesbitt, went to work and created Harborfest to celebrate its waterfront heritage. More than a decade later, the four-day Harborfest is featured as one of the top New York State events by the American Bus Association with annual attendance in the tens of thousands.

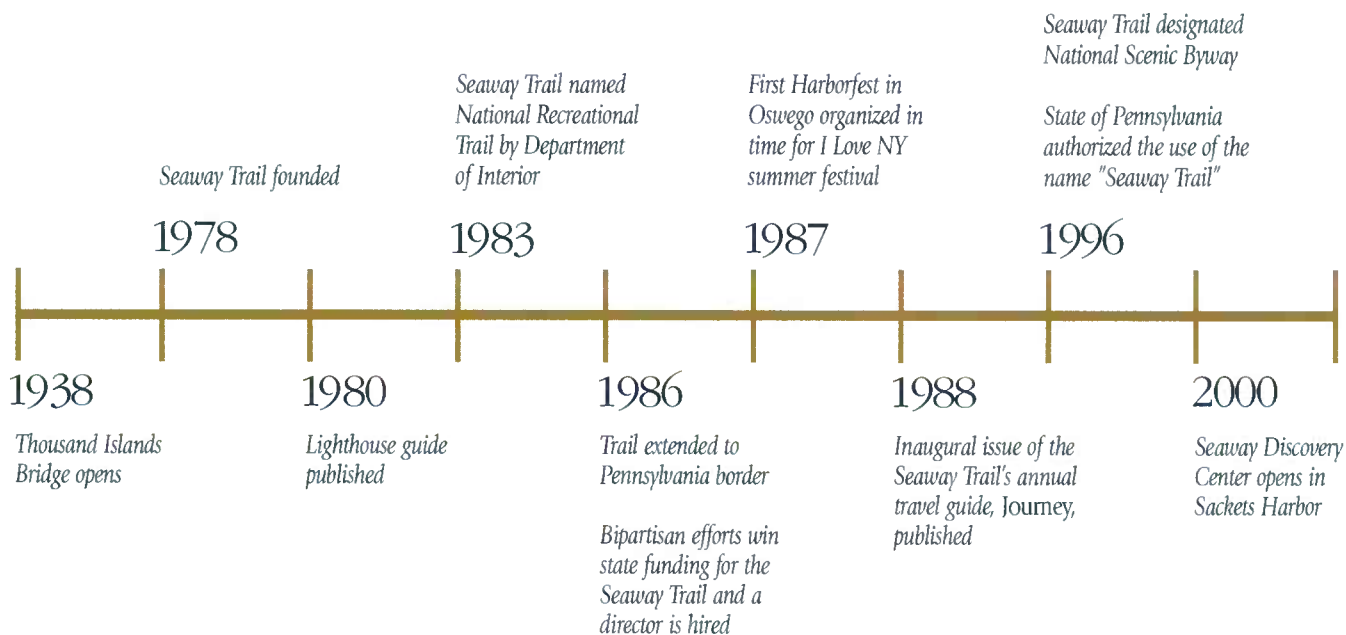
While attending a conference on outdoor recreation in 1989 in Washington, D.C., Mitchell became aware that while the trail was accomplishing much on its own, it had failed to take advantage of potential federal funding sources. She got busy networking and eventually hooked up with officials at the Federal Highway Administration (FHWA) who were crafting legislation for the new National Scenic Byways Program. Going back home, Mitchell prompted the Seaway Trail to lobby the New York legislature for a state-authorized byway designation, which then opened the door for federal recognition and a portion of the millions of dollars of available funding.

In 1996, the Seaway Trail was one of the first 20 roads designated as a National Scenic Byway or an All American Road. The U.S. Secretary of Transportation recognizes roads for their outstanding qualities. The corridor must possess distinctive archeological, cultural, historic, natural, recreational or scenic qualities.



Views of historic boats such as this one can be found at the Antique Boat Museum in Clayton, NY. The museum, which has one of the finest collections of antique boats in the world, has received support from a variety of sources including the Institute of Museum and Library Services.

Since that time, the Seaway Trail has garnered \$1.9 million in grant funds from the National Scenic Byways program. But, funding isn't the only reason an organization should seek federal designation, according to Mitchell. "A byway designation is as important as you want to make it. The more you use it, the more it benefits your organization. We have been able to make good use of the money that is available through the designation, but just as importantly, we have won recognition as being part of a larger, federally sanctioned program. It brings prestige to your organization and helps it build important partnerships."



MAKING THE MOST OF OPPORTUNITIES

Collaborate: The only way that the original trail succeeded was through the collaboration of multiple jurisdictions, organizations, and individuals. As the Seaway Trail has expanded to its full 500-mile length across New York and Pennsylvania, collaborations have developed between the two states, among various public and private entities, and with several federal agencies and departments. Overall success has come about largely through these cooperative efforts.

Find the Fit between the Community and Tourism: Towns and hamlets all along the Seaway Trail embraced tourism from both pride and economic standpoints. For communities that thought they had nothing to offer visitors, the trail emboldened them to turn to their natural and manmade histories and develop tourism infrastructure as well as attractions. In Sackets Harbor, new restaurants and shops handle the influx of visitors.

Make Sites and Programs Come Alive: Activities that celebrate the trail's natural wonders, such as fishing, boating, agritourism and bird watching, are enhanced by Seaway Trail guidebooks. While at the many historic sites along the route, interpreters and reenactors demonstrate 18th- and 19th-century ways of life, ranging from Colonial infantry drills to 19th-century-style gardening.



The Seaway Trail's restoration of the 1817 Union Hotel in Sackets Harbor resulted in the Seaway Trail Discovery Center.

Focus on Quality and Authenticity: The Seaway Trail contains myriad authentic resources from coastal wildlife habitats to scenic vistas, forests to farms, and historic architecture to cultural activities from a diverse international population. From marketing materials and trailblazing signs to official guidebooks and *Journey*, the trail's annual periodical, the Seaway Trail's assets are represented to the public with excellence.

Preserve and Protect Resources: By drawing attention to the area's vast natural and manmade resources, Seaway Trail has urged and promoted their preservation. Public and private organizations and individual citizens all along the 454-mile trail in New York have taken measures to preserve and protect resources ranging from lighthouses to wildlife refuges, and War of 1812 forts to swamps and wetlands. Leading by example, the Seaway Trail undertook the rehabilitation of the 1817 Union Hotel in Sackets Harbor's main square for use as offices and an information center.

RESULTS

>The Seaway Discovery Center, which opened in July 2000, attracted 3,000 visitors in its first half year, raising \$7,000 in admissions and \$27,000 in gift shop revenues.

>The bipartisan support that created the Seaway Trail line item in the state budget has continued since 1986 to the present because the trail is seen by legislators as one of the state's major tourism success stories.

>Partnerships with renowned national organizations have helped Seaway Trail develop sought-after tourism programs. Working with the American Automobile Association, the trail has developed a "participating retailer" effort that offers discounts at trail sites for card-carrying AAA members. Pairing with Elderhostel, the Seaway Trail is sponsoring a variety of travel programs aimed at that organization's members, who are all 55 years of age or older. In return, Seaway Trail is able to market to Elderhostel's membership of 175,000.

>An agreement in 1996 with the State of Pennsylvania authorized use of the name 'Seaway Trail' through the 50-mile route along Lake Erie to the Ohio border. In December 2000, representatives from convention and visitors bureaus in Ohio approached the folks at the Seaway Trail for advice on creating or extending the trail through their state along Lake Erie. Mitchell says it is not inconceivable that in the not-too-distant future a trail may extend all the way around the Great Lake shores to Duluth, Minnesota. All participating states and trails could take advantage of the important Scenic Byways designation and work on cross promotions of their subsections of the trail.

>Agritourism along the trail is a growing industry. It promotes tourism to farms, festivals, historic farm sites, museums, and agricultural gift shops.



SCENIC BYWAY DESIGNATIONS

Scenic byways can be designated at the local, state, or national level. Some are called heritage routes. Others may be called rustic roads or backcountry byways, although some of these designations differ slightly. The U.S. Forest Service began a National Forest Service Scenic Byway designation program in 1988. In 1991, the U.S. Department of Transportation established its National Scenic Byways Program, whereby roads may be designated as National Scenic Byways or All-American Roads, and now are promoted collectively as America's Byways. U.S. DOT also provides grants to states for byway projects and development of a state byway program. *For more information call 1-800-4BYWAYS or check out www.byways.org.*

Ashley River Road is an 11-mile National Scenic Byway just outside Charleston, South Carolina. The byway traverses a National Register Historic District that traces the history of European and African settlement, commerce, and industry from colonial times to the present. Citizens, landowners, businesses, and historic foundations have come together to safeguard the road and the special resources along it from encroaching growth and development. *Contact the Ashley River Coalition at (843) 769-2600 or check out www.ashleyriver.org/mission.html.*



Crowley's Ridge Parkway is a 212-mile National Scenic Byway located in northeast Arkansas and southeast Missouri. The byway follows a natural ridge created during the Ice Age by action of wind and water. Rock was eroded and windblown loess collected on the ridge, forming this unique land form. A partnership among universities, businesses, and citizens to tend the 198-mile Arkansas portion of the byway is led by Arkansas Delta Byways, headquartered at Arkansas State University in Jonesboro. The Regional Commerce and Growth Association in Cape Girardeau is the principal contact for the 14-mile portion in Missouri. *Check out www.deltabyways.com, or for more information about the Arkansas segment, call (870) 910-8080. For more information about the Missouri segment, call (573) 334-4142.*

Volcanic Legacy Scenic Byway is a 140-mile byway in south central Oregon. This diverse All-American Road skirts lakes and wetlands, traverses ranches and croplands, and takes travelers to the "top of the world" on the rim of Crater Lake (National Park). The byway was created by a unique group of partners and stakeholders that include representatives of tourism, transportation, national forests, Klamath Tribes, recreation, natural resources, and other community interests. The Winema National Forest has been instrumental in providing leadership and support for the byway steering group. *For more information call (541) 883-6714 or check out www.sova.org/volcanic.*



ADDITIONAL RESOURCES

Publications

Alternative Enterprises and Agritourism: Farming for Profit and Sustainability—Tool Kit.

Natural Resources Conservation Service, Washington D.C. 2000.

View a complete version online at www.nhq.nrcs.usda.gov/RESS/econ/ressd.htm.

Arts and Transportation: Connecting People and Culture.

National Assembly of State Arts Agencies. 2001. To order, call (202) 347-6352.

Building on the Past Traveling to the Future: A Preservationist's Guide to the ISTEA Transportation Enhancement Provision.

Federal Highway Administration and the National Trust for Historic Preservation. 1995. To order, call (202) 588-6279 or check out www.nthp.org.

Byway Beginnings: Understanding, Inventorying, and Evaluating A Byway's Intrinsic Qualities.

Federal Highway Administration, Washington, D.C. 1999.

To order, call (800) 429-9297 x2.

Community Guide to Planning and Managing a Scenic Byway.

Federal Highway Administration, Washington, D.C. 1994.

To order, call (800) 429-9297 x2.

Ecotourism Development Manual.

Northwest Arkansas Resource Conservation and Development Council, Inc. 1997. To order, call (870) 741-7475.

Federal Funding Sources for Rural Areas: Fiscal Year 2001.

Rural Information Center, National Agricultural Library.

To order, call (800) 633-7701 or check out www.nal.usda.gov/nic.

Getting Started: How to Succeed in Heritage Tourism.

National Trust for Historic Preservation. 1999. To order, call (202) 588-6296 or check out www.nthp.org.

Getting Started in Heritage Area Development.

National Trust for Historic Preservation. 1997. To order, call (202) 588-6296 or check out www.nthp.org.

National Scenic Byways Program: Marketing Tool Kit.

Federal Highway Administration, Washington, D.C. 1999.

To order, call (800) 429-9297 x2.

Promoting Tourism in Rural Areas.

Rural Information Center, National Agricultural Library. Number 60.

To order call (800) 633-7701 or check out www.nal.usda.gov/ric/ricpubs/ricpubs.htm.

The Business of Ecotourism: The Complete Guide of Nature and Culture-Based Tourism Operations.

Carol Patterson, Explorer's Guide Publishing.

To order, call (800) 487-6029.

Touring Historic Places: A Manual for Group Tour Operators and Managers of Historic and Cultural Attractions.

National Trust for Historic Preservation. 1994. To order, call (202) 588-6296 or check out www.nthp.org

Organizations

Advisory Council on Historic Preservation
www.achp.gov
202-606-8503

American Association of Museums
www.aam-us.org
202-289-1818

American Association of State and Local History
www.aaslh.org
615-320-3203

American Association of State Highway and Transportation Officials
www.transportation.org
202-624-5800

American Planning Association
www.planning.org
312-431-9100

Americans for the Arts
www.artsusa.org
202-371-2830

Institute of Museum and Library Services
www.ims.gov
202-606-8536

National Assembly of State Arts Agencies
www.nasaa-arts.org
202-347-6352

National Association of Development Organizations
www.nado.org
202-624-7806

National Association of Resource Conservation and Development Councils
www.rcdnet.org
202-434-4781

National Association of State Development Agencies
www.nasda.com
703-490-6777

National Conference of State Historic
Preservation Officers
www.sso.org/ncshpo
202-624-5465

National Endowment for the Humanities
www.neh.fed.us
202-606-8400

National Park Service, Rivers, Trails and
Conservation Assistance Program
www.nrc.nps.gov/rta
202-208-6843 (Headquarters)

National Trust for Historic Preservation
www.nthp.org
1-800-944-6847

NTHP Main Street
www.mainst.org
202-588-6219

NTHP Rural Heritage
www.ruralheritage.org
202-588-6204

Partners in Tourism
www.nasaa-arts.org/new/nasaa/artworks/
ct_contents.shtml
www.aam-us.org/cultural.htm

Travel Industry Association
www.tia.org
202-408-8422

U.S. Department of Agriculture

USDA Cooperative State Research,
Education, and Extension Service
www.reeusda.gov
202-720-3029

USDA Rural Development
www.rurdev.usda.gov
(202) 720-2791

USDA National Rural Development
Partnership
www.rurdev.usda.gov/nrdp/
202-690-2394

U.S. Economic Development Administration
www.doc.gov/eda
202-482-5081

U.S. Small Business Administration
www.sbaonline.sba.gov
1-800-827-5722

Photo Credits

Cover
Lighthouse courtesy of Erie Convention & Visitors Bureau
Hazel Pete by Jill Sabella

Pages 4-8
All photos courtesy of the Louisiana Office of Tourism

Page 9
East Carolina Village of Yesteryear courtesy of
Greenville-Pitt County CVB
WC Handy Photo from "History of Blues" Francis Davis

Page 10-14
All photos by Jens Lund courtesy of Northwest Heritage
Resources except for image of Hazel Pete on page 13
by Jill Sabella and photo of Jens Lund on page 14 by
Ann M. Bates.

Page 15
Seabrook Welcome Center by Gary Samson
"Roadside Attraction" by Tom Coffin, commissioned
by New Mexico Arts, a division of the Office of
Cultural Affairs
"Socorro Wheel of History" by Claudia De Monte and
Ed McGowin, commissioned by New Mexico Arts,
a division of the Office of Cultural Affairs

Page 16
Fort Apache Annual Reunion by John Welch

Page 16-18, Page 20
Grand Canyon photos by Robert Wortham for Scenic
Airlines

Page 19
Hopi art by the Hopi Market

Page 21
Intergenerational group by Jennifer Beltz
Oratorio de Jesus Nazarano, La Jara, New Mexico by
Mac Watson

Page 22
Windmill and Rural Landscape photos by Upper
Minnesota Valley Regional Development Commission

Page 23
June Lynne in front of Swensson Farm by Tom Cherveney

Page 24
Gilfillan Estate by Minnesota River Valley Scenic Byway
Alliance

Prairie Waters logo by Western Minnesota Prairie
Waters Coalition
Threshing Show by Minnesota's Machinery Museum

Page 25
Farmer cultivating field courtesy of the Minnesota River
Valley Scenic Byway Alliance

Page 26
Supper at the Olaf Swensson Farm courtesy of the
Chippewa County Historical Society
Scenic Vista by Minnesota River Valley Scenic Byway
Alliance

Page 27
Girl in the Nebraska Outback courtesy of North Central
Nebraska RC&D
Barn courtesy of Minnesota River Valley Scenic Byway
Alliance

Page 28
Blackstone River courtesy of Blackstone River National
Heritage Corridor

Page 29
Slater Mill by Jim McElholm

Page 30
Construction by R. Christopher Noonan
Blackstone Valley Trolley by Robin Nash

Page 31
Blackstone River "An American Heritage River" courtesy
of Blackstone River National Heritage Corridor

Page 32
Grafton Church by R. Christopher Noonan

Page 33
Blackstone Valley Explorer by Barbara Leach
Interior of Museum of Work and Culture by Paul Darling
Exterior of Museum of Work and Culture by Connie
Hurd

Page 34
Aerial views courtesy of 1000 Islands International
Tourism Council

Page 35
Lighthouse courtesy of Erie Convention and Visitors
Bureau
Boat in locks courtesy of St. Lawrence Seaway
Development Corporation
Man with fish courtesy of Niagara County Tourism

Page 36
Family dining courtesy of 1000 Islands International
Tourism Council
Brig *Niagara* courtesy of Erie Maritime Museum-PA
Historical and Museum Commission.

Page 37
Historic ship wheel by Jan Thiessen

Page 38
Seaway Trail Discovery Center by Hans Junga
Colonial infantry by MM Quencer
Grape harvest by NYSEED
Apple wagon by C. Gary Beckstead

Page 39
Photo of Volcanic Legacy Scenic Byway—USDA Forest
Service

Sponsors of this publication have a variety of financial and technical assistance programs. Many of these programs are delivered in partnership with State and regional agencies and nonprofit organizations. Checking your local phone book, library and the Internet site listed will lead to the most local contact for each program. To get you started, national level contacts have been provided. In many cases, further communication will be needed to find the point of program delivery for your community.

Federal Highway Administration (FHWA)

The mission of the Federal Highway Administration is to continually improve the quality of our nation's highway system and its intermodal connections. FHWA provides leadership for an array of federally funded, state administered programs. There are several specific programs that may be of particular interest for people involved in transportation and tourism in rural areas:

Contact information:

Main web site: www.fhwa.dot.gov
Public Affairs Phone: (202) 366-0660

National Scenic Byways Program

www.byways.org
(800) 4-BYWAYS x3

Recreational Trails Program

www.fhwa.dot.gov/environment/rectrail.htm
(202) 366-0106

Transportation Enhancements Program

www.fhwa.dot.gov/environment/te.htm
www.enhancements.org
(202) 366-0106

National Endowment for the Arts (NEA)

The National Endowment for the Arts, an investment in America's living cultural heritage, serves the public good by nurturing the expression of human creativity, supporting the cultivation of community spirit, and fostering the recognition of excellence and diversity of our nation's artistic accomplishments. The following may be of particular relevance for rural cultural heritage tourism projects:

Contact information:

Main web site: www.arts.endow.gov
Public Affairs Phone: (202) 682-5400

State arts agencies

http://www.arts.gov/artforms/RAO_SAAs.html

State folklorists

<http://www.arts.gov/artforms/Folk/Folk6.html>

Challenge America: Community Arts Development

<http://www.arts.endow.gov/guide/Challenge/ChallengeIndex.html>
(202) 682-5700

NEA-Forest Service Arts and Rural Community Assistance Initiative (limited availability)

<http://www.arts.endow.gov/partner/Rural.html>

United States Department of Agriculture (USDA)

The mission of the United States Department of Agriculture includes enhancing the quality of life for the American people, supporting sound development of rural communities and providing economic development opportunities for farm and rural residents. USDA provides a wide array of programs, many of them state administered. The agencies that collaborated on this publication offer programs that may be of interest to people involved in transportation and tourism in rural communities.

Contact information:

Main web site:
www.usda.gov
Phone: (202) 720-2791

Economic Research Service

www.ers.usda.gov
(202) 694-5050

Forest Service

www.fs.fed.us
(202) 205-1760

Natural Resources Conservation Service

www.nrcs.usda.gov
(202) 720-7246

Credits

Project Manager:

Amy Jordan Webb

Author:

Suzanne Dane

Research Consultant:

John Whiteman,
Whiteman & Taintor

Project Assistant:

Carrie Todd

Designer:

Greg Akiyama,
Akiyama Creative

Special thanks to: Dennis Brown, Rob Draper, Jim Maetzold, Rick Reeder, Eileen Stommes, Floyd Thompson, Tony Tighe, and Steve Yaddof.

Prepared by



Funded by



United States Department of Transportation



United States Department of Agriculture



National Endowment for the Arts



ResourceCenter

America's Byways Resource Center